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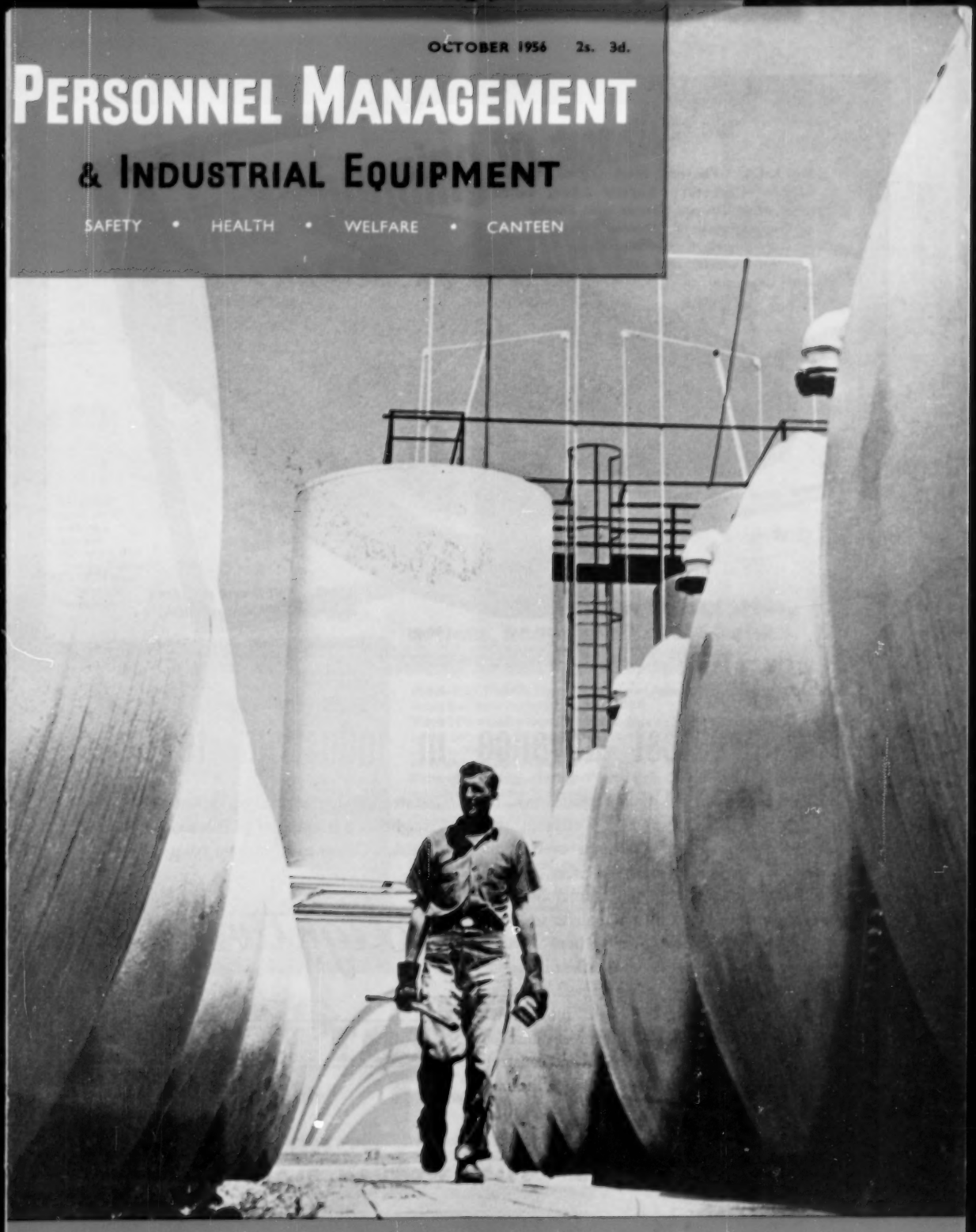

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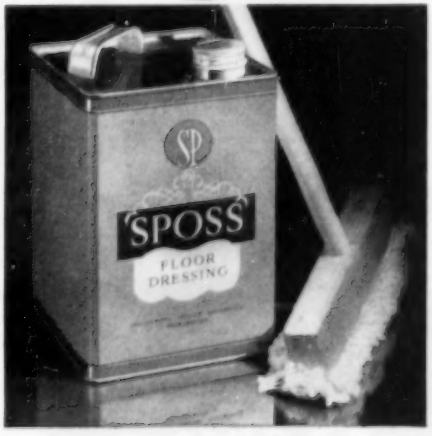

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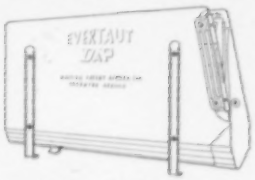

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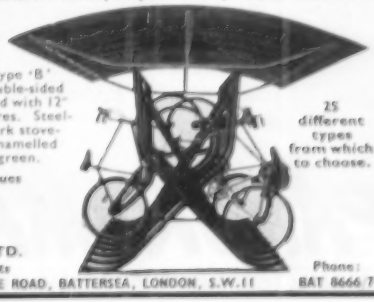

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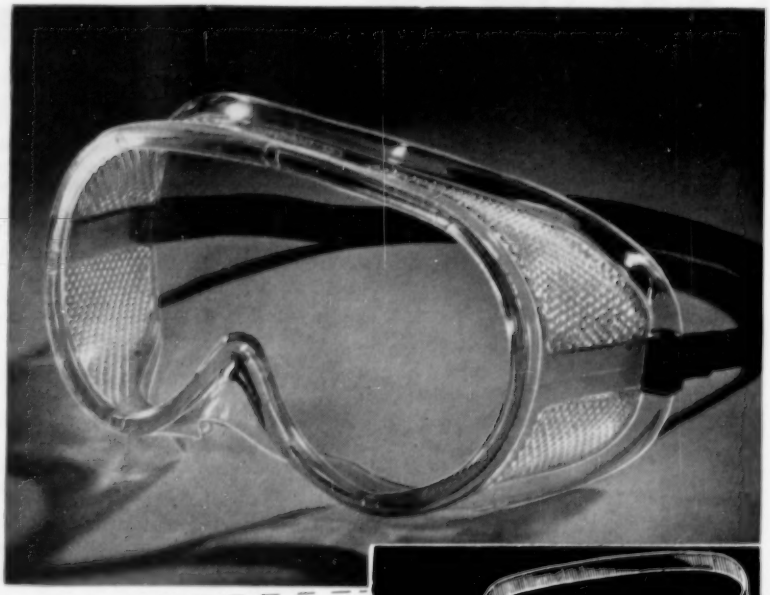

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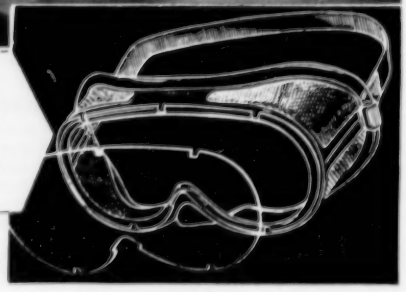

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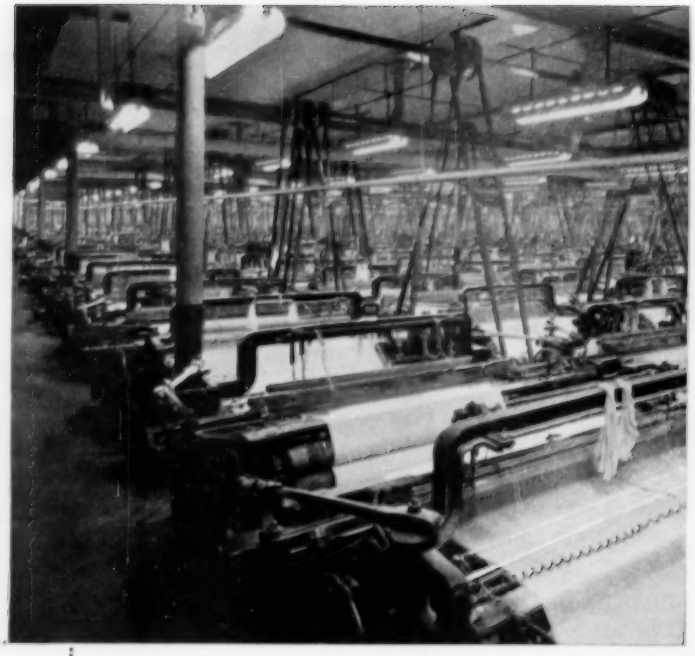

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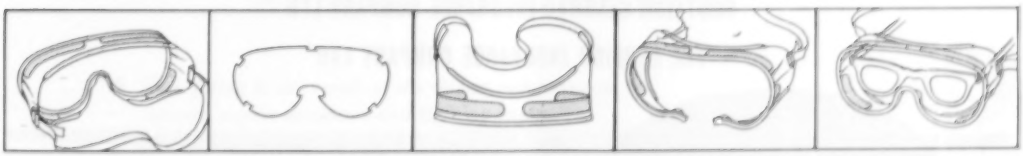

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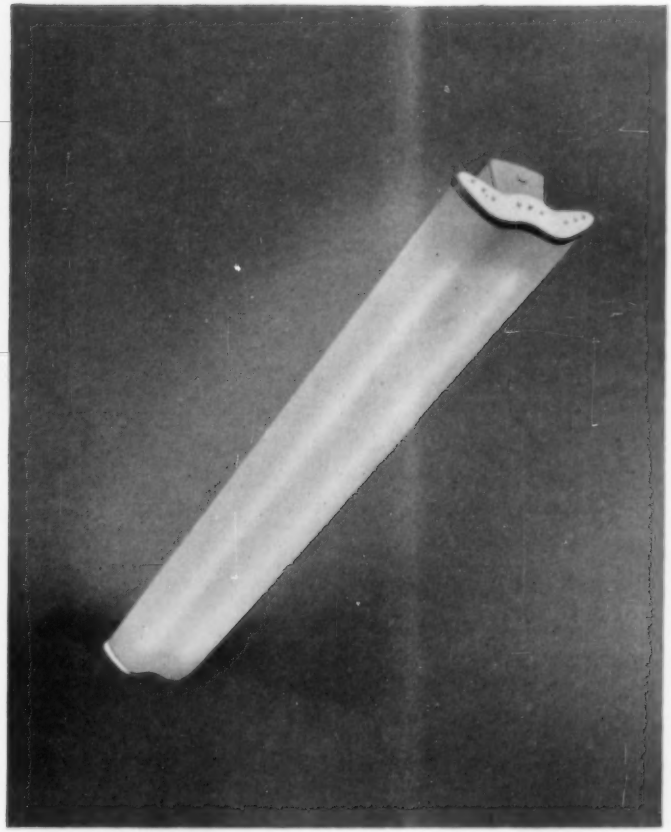

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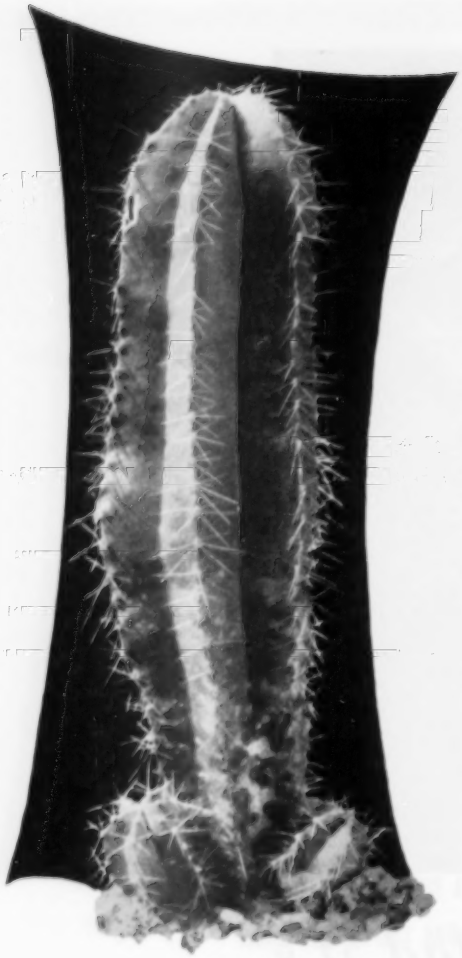

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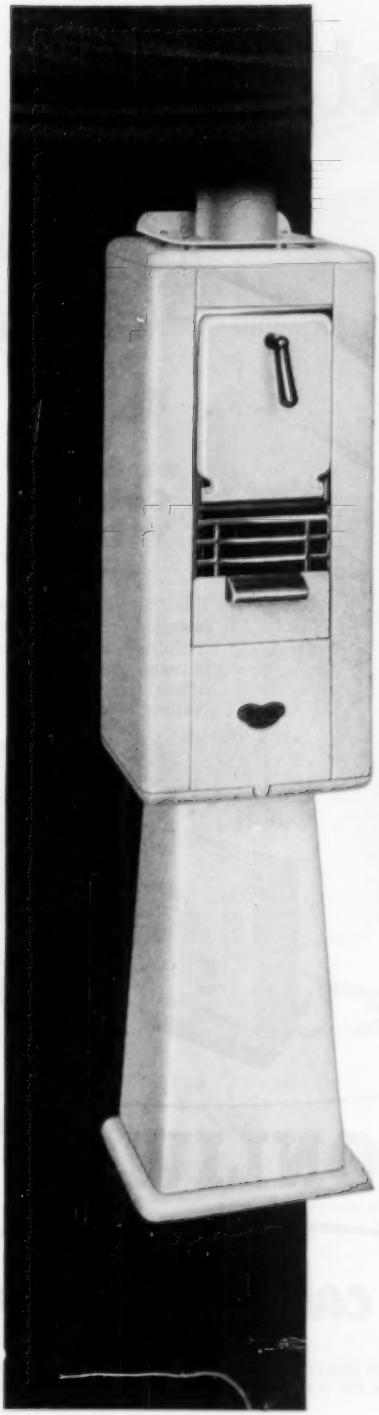

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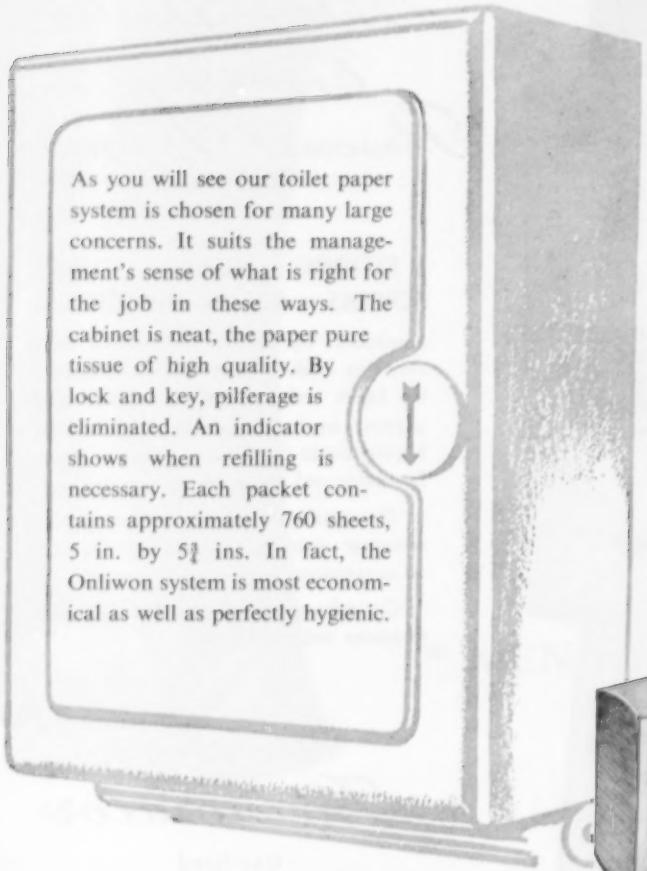

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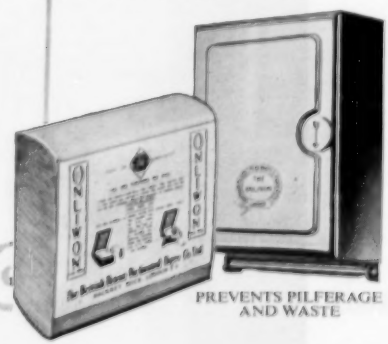

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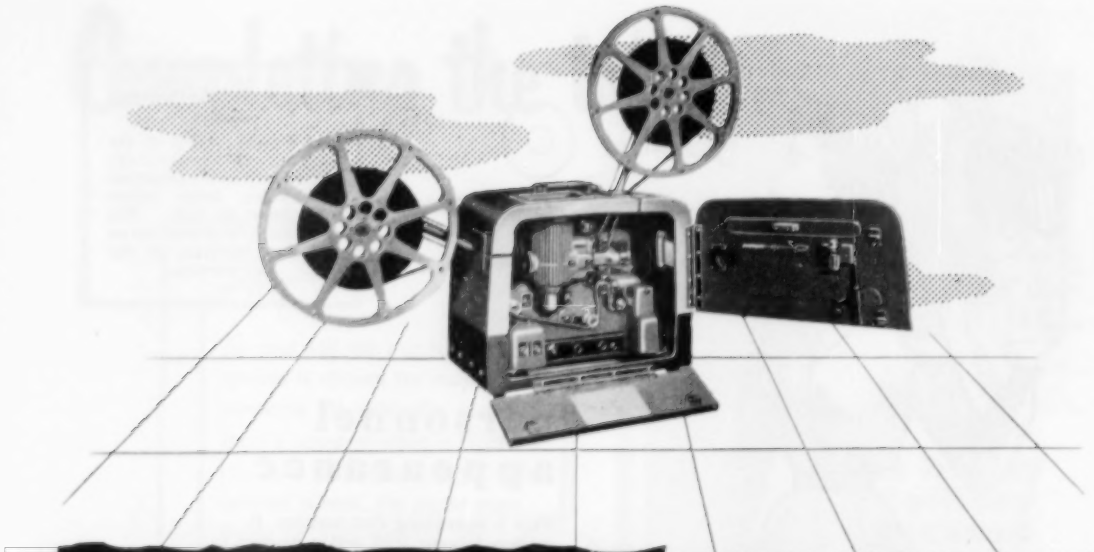

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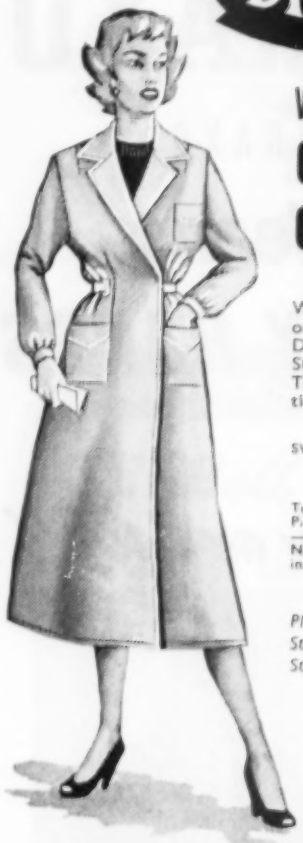

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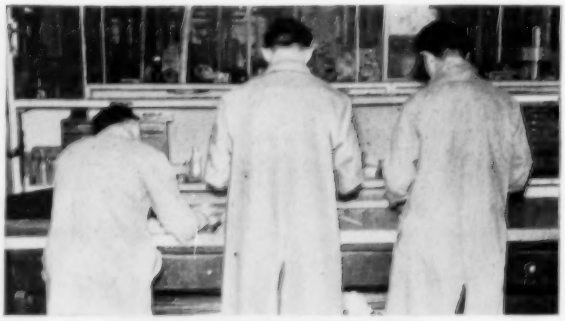

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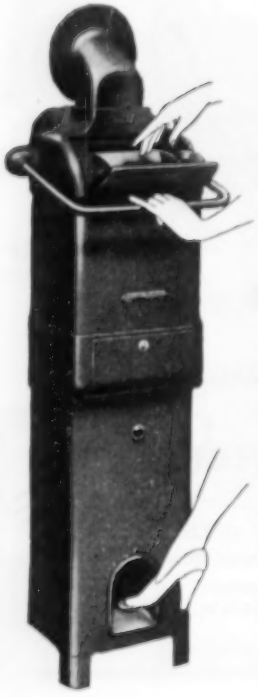

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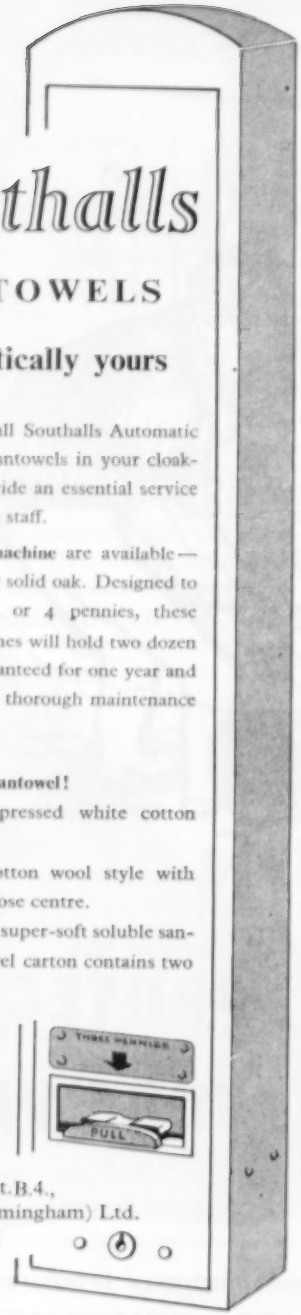

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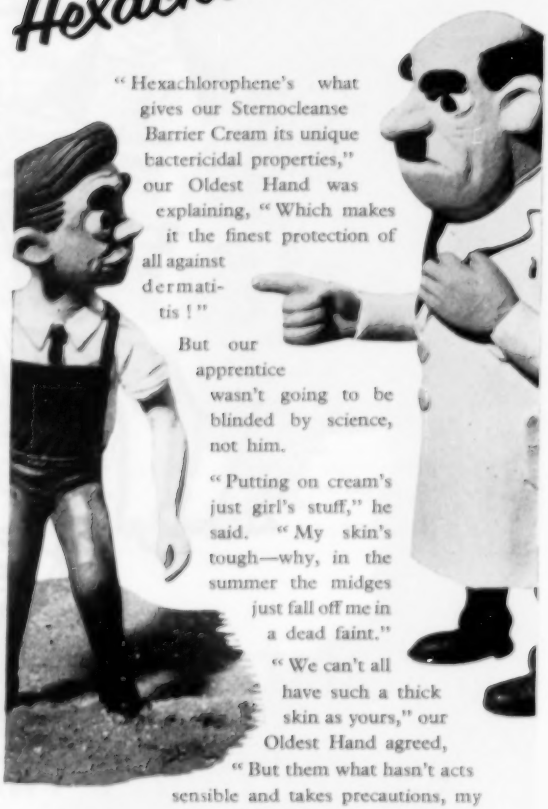

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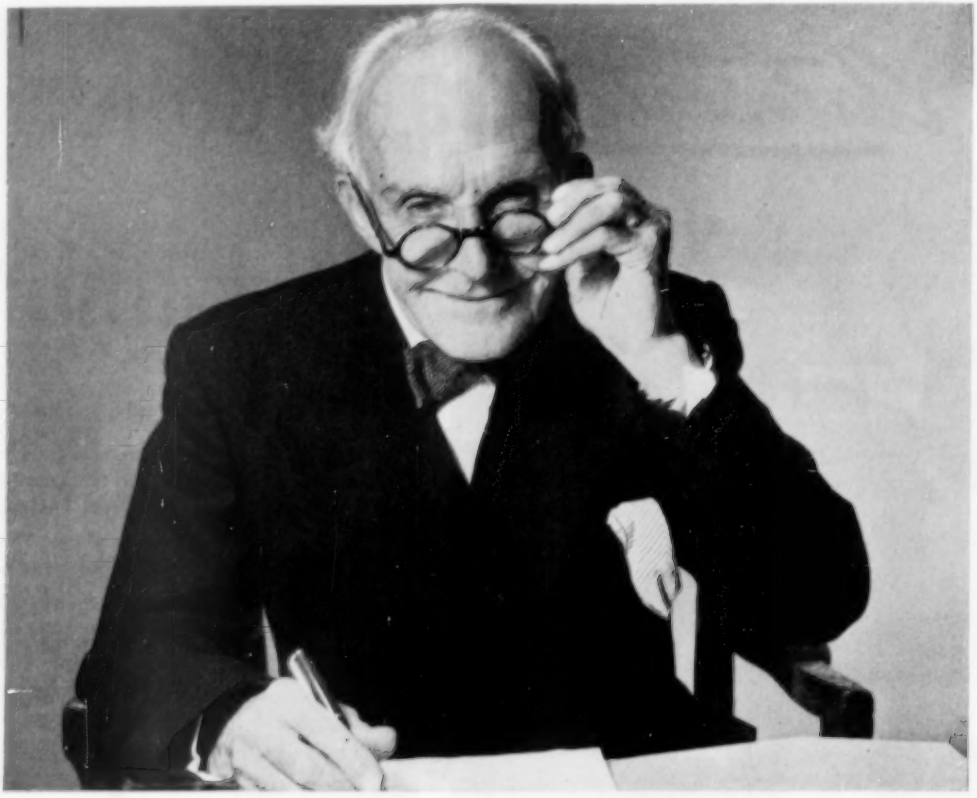

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How the American Worker Looks at AUTOMATION

By DISCUSSION LEADER

"We have a picture", says Discussion Leader, "of powerful unions going into action on many fronts not to resist automation but to win for the workers a full share of the benefits automation can bring to mankind." As this article fully shows, the American worker sees in automation not a threat to his own security but a means of increasing his own living standards. The new machines are looked upon as "slaves". Even so, he is aware of the need for legislation to control this benevolent juggernaut. But the crux of the matter is that his approach is constructive.

Control room at one of the **Dupont** Company's remote control plants, Waynesboro, Virginia.

THE fact that strikes me most forcibly about automation in the U.S.A. is that it has already arrived. As one spokesman puts it: "In an ever growing number of industries automation no longer is a ghost that threatens to materialise some day. It's alive . . . and it's spreading."

Here, new movements, new fashions, new ideas spread with a rapidity which often startles the more traditionally minded European. People like to keep up with the latest fashion and a fiercely competitive business arena imposes conformity among rival firms. So this summer women were feeling happiest if they were wearing a large brimmed hat; last year the cult (if that is the name for it) of Davy Crockett swept the nation's youth; three or four years ago the wooden-bodied station wagon made by all the automobile companies became an all-steel body; ten years ago babies were fed at regular intervals—now they are fed on demand.

Likewise today the cult of automation is sweeping through the country. We know about the automation which involves automatic machinery (with or without feed-back devices) and automatic materials handling which has been applied in large industries engaged on mass production work. In its new form the main emphasis is on the automatic control and regulation of machinery even to the point of changing the job on which a machine is working without the intervention of human hands (except of course in preparing the instructions for the machine). The older form of automation created a demand for large numbers of machine minders and for relatively unskilled labour to tend the automatic machines. The new form of automation, with automatic controls, eliminates the need for much of this labour and replaces it with a demand for more skilled labour

to build the new electronic devices and plan their proper use.

Automation is also spreading rapidly to new fields outside the traditional mass production industries. In the office electronic computers are taking on routine jobs in widely different fields. In one case a computer doing a variety of routine banking jobs requires only nine operators and has replaced 50 book-keepers. Similar machines prepare statements dealing with insurance premiums and telephone bills. A typewriter turns out 1,800 type characters a second—about 300 times as fast as a fast stenographer. A machine is being developed which can turn spoken words into written words.

More important perhaps, automation is now spreading to the small firm and to work which is not on a mass production basis. After making a recent survey the *Wall Street Journal* concludes that "small plants have discovered automation cuts costs and speeds production". The president of the *20th Century Manufacturing Company* (which makes drills and reamers in Detroit) declares that "automation is our salvation. It has helped us to triple production and carve a spot in a highly competitive industry." This company employs only 23 men in a plant with a floor space of 14,000 square feet. Chunks of steel go in at one end and come out as finished drills and reamers. The president of a firm making equipment for automatically feeding parts in machines said that they had probably sold more automatic devices to shops employing less than 500 than to those employing more than 500. An Indiana fish rod stock manufacturer has installed automatic machinery which produces seven miles of fish rod stock every 24 hours. When evening comes the workers go home and the machines run themselves all night. The product being made does not have to be of this uniform nature, however, in order to be automated. Instructions to a machine can now be changed as frequently as you wish for short-run jobs by changing the tape on which the instructions are coded—a new tape means a new job.

I have quoted just a few of the thousands of examples to show that automation is a revolutionary and accelerating process whose new forms are already beginning to have far-reaching effects on the American worker. Labour leaders over here are preoccupied in trying to formulate patterns to deal with the situation now and in the next ten years. The organised labour movement welcomes the principle of automation — the new machines are seen as "slaves" which can relieve mankind for ever of many monotonous and uncreative routine jobs just as the first industrial revolution banished much back-breaking toil. One social research worker told me that a research project he was just completing into the effects of automation in an electrical supply plant confirms this point. The new jobs for which the company had retrained their workers were overwhelmingly approved of by the workers themselves. They saw their new jobs as "less monotonous, less tiring and more creative".

Union boss, Walter Reuther—"but how are you going to get the machines to buy Fords?"

The Resolution on Automation adopted by the 1953 Convention of the United Auto Workers, Aircraft and Agricultural Implement Workers Unions, for example, states that "properly used, they [the machines] can advance by many years the realisation in America of man's age-old dream of an economy of abundance". The labour movement is fully aware, however, of the implications of that phrase "properly used". Their feelings are neatly expressed by a widely quoted exchange which took place between Walter Reuther, president of the United Auto Workers Union, and an official of *Ford's* automated Cleveland plant. The official pointed to the machines and said to Reuther: "How are you going to collect union dues from these guys?" Reuther replied: "How are you going to get them to buy *Fords*?" So the trade unions welcome automation but are determined to win their fair share of the benefits and to protect the individual worker against the many short-term adverse consequences which may result.

The demand for a share in the increased productivity is already reflected in current wage negotiations. The United Auto Workers Union, for example, have agreed with *Ford's* that workers on automated jobs shall receive 12 cents an hour more than those on non-automated jobs and the International Association of Machinists is asking for a 10 per cent increase in wages in the California 1956 aircraft negotiations. There is also a general feeling that the guaranteed minimum wage (a Federal law) should be raised. Moreover,

Automation in the United States

1. *A revolutionary and accelerating process whose forms are already having far-reaching effects on the American worker.*
2. *The organised labour movement welcomes the principle of automation.*
3. *Current wage negotiations already reflect the workers' demand for a share of the increased productivity.*
4. *Unions are striving to see that new skills or old skills adapted are more highly paid.*
5. *Some labour leaders are already talking about managements' social responsibility. Workers, they say, should be looked after emotionally as well as financially during the period of adjustment.*

many traditional job classifications will also go by the board. Many routine jobs are being eliminated or changed in content. Many new jobs are being created. Unions are striving to see that these new jobs are reclassified and that new skills or adaptations of old skills are more highly paid. Secondly, labour claims that automation should usher in a shorter working week and a shorter working life. Reuther in his testimony to a Congressional Committee on automation suggests a 4-day week should soon be possible, with longer vacations with pay, an earlier retiring age, and a longer learning period at school for the nation's youth.

Displaced Workers

Meanwhile the interests of the displaced workers must be protected. One of the most effective measures to deal with this displacement was coined by the labour movement over here when *Ford's* signed last year's contract with the United Auto Workers Union including a form of guaranteed annual wage. A demand for this provision is spreading rapidly among trade unions in automated industries, for labour sees it as one of the best safeguards against possible irresponsible management decisions. Managements with this clause in their union contract will be forced to study the implications that each new piece of machinery holds for its labour force. If management has to pay wages to a man for a year anyway, it will make every effort to use that man's services productively. Thus it will be more likely to budget its labour force well in advance and to initiate retraining programmes for displaced workers. Some labour thinkers go further than this. Managements have a social responsibility, they say, and if automation looks as though it means, for example, that an industry should move to fresh fields, the creation of "ghost towns" should be avoided and workers should be helped by the company to move their house and be looked after both financially and emotionally over the difficult transition period of adjustment.

Present seniority rules are obviously in need of modification as a result of this thinking. Some contracts already stipulate that seniority should be considered on a plant-wide or company-wide basis (where the company has several factories) and one office workers' union is stipulating a "bump back" provision whereby displaced workers have the right to do a job lower down the ladder of skill. Other unions are seeking to protect their workers by insisting that a clause in the contract will allow for union-management consultation before new machines are introduced and for compensation pay if a worker becomes redundant.

So we have a picture of powerful unions going into action on many fronts not to resist automation but to win for the workers a full share of the benefits which automation can bring to mankind.

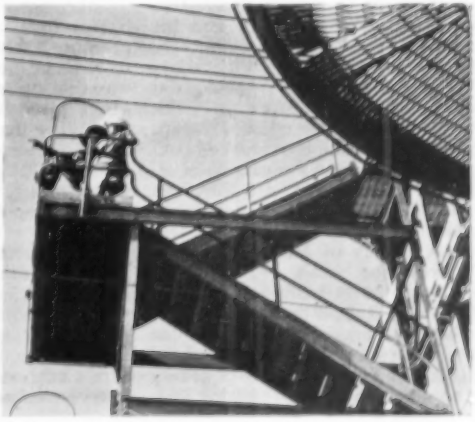
All this activity, however, does not entirely hide a profound feeling of uneasiness. Can this force really be harnessed or is it going to get out of control? Some figures quoted by Walter Reuther in his testimony to the Congressional sub-committee pin-point some of the factual bases for this disquiet. As a result of automation, he said, the annual productivity rate is likely to increase by 5 per cent or 6 per cent in the coming decade. This "will be capable of displacing about 3½ *million or more* employees each year, if the national economy fails to expand, along with the rapid improvements in productive efficiency".

Growing Labour Force

At the same time, due to the rise in the birth rate, the civilian labour force will be increasing at the annual rate of 1.2 per cent to 1.6 per cent in the next ten years. So the economy will have to provide 4½ million new job opportunities each year to absorb both the increases in the labour force and the displacement effects of rising productivity. It is recognised that automation creates new jobs as well as displacing old ones. Nevertheless, when the labour movement looks at the problem in these broader terms it is significant that it is beginning to advocate State and Federal intervention. The problem is seen as too big for any one industry to tackle and solve alone and some of the present solutions, such as the guaranteed annual wage, can only be applied by large firms.

Thus, labour is suggesting that the State will have to assist industry in educating at least the coming generation in the techniques of the new technology, that national unemployment benefits and retirement pensions will have to be more generous, that small businesses will have to be given financial aid to enable them to buy expensive machinery (as they already are to a limited extent) and that Federal, State and local tax structures are required which "will provide expanding consumer purchasing power, especially among the millions of low and middle income families". Legislation will be needed if all workers are to share in the shortened work week and some of the wealth of automation should find its way into better housing, better roads, better health schemes, better schools, better public services, and increased facilities for leisure.

The American labour movement has traditionally taken a pragmatic approach to its problems. As a result of the social changes automation is now bringing in its wake, the British observer may well wonder if this very pragmatism will lead this powerful movement to take more positive political action than it has in the past.



The **Dupont** Plant again ! Part of the automation scheme has meant soaring catwalks for outdoor construction ; these replace the old indoor stairs.

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A Summer School for ALL Management Levels

Summer schools, like other residential study courses, have now an accepted place in industrial training programmes. But, whereas in the past they have largely been reserved for aspirants to high executive posts, a fresh feature is the school for all levels of management, where by getting to know one another they learn to understand the firm's structure and their roles in it.

By DAVID JUDGE

IN recent years industry has tended more and more to draw upon the universities as a source of recruits for managerial posts. Viewed in this light it is perhaps more than a coincidence that a firm should choose a residential university as the setting for its annual Summer School for Management. It may perhaps be a conscious return to this acknowledged "fountain head" for the conditions conducive to the success of a refresher course in management's function, problems and responsibilities. Far removed from the busy routine of the factory and office, a residential university offers an atmosphere of quiet thought and study, an ideal atmosphere, in fact, for a manager to gain a perspective view of the firm he serves and his place in it.

Kayser Bondor Ltd. found this when they staged their first managerial summer school at Oxford in 1955. Last year's success merited a return to St. Edmund Hall, the most compact and possibly the most charming of all Oxford's colleges, and last July with an attendance of 45 or so students, selected from all managerial levels, and "A Survey of Management" as its theme, the firm's 1956 summer school was set in motion.

"To see the wood despite the trees" was how the organisers described the school's purpose—to give all levels of management an opportunity of getting to know one another, of sharing each other's problems, and of learning how the other departments operate, and, above all, why they exist. In this way the complete structure of the firm was illustrated to each student, with a clarity and frankness which is impossible to impart on the factory floor, or in the many facets of the firm's everyday business. This was achieved primarily by grouping the students for a whole week under one roof, where they ate, studied and spent their leisure hours together. The object was to help them to mix freely, irrespective of industrial rank, to promote a free exchange of ideas, and to this end one of the "house rules" was that no student should sit in the same place twice for meals. The possibility that some of the students' initial reticence might lead to the formation of private groups within the larger group, was thereby forestalled and an *esprit de corps* established instead.

Criticism might be made that such freedom with its encouragement of plain speaking, and frequent use of Christian names, might amount to a general licence, destroying the disciplinary structure indispensable to the firm's efficiency. But this would be entirely unfounded. To illustrate the point, one of the organisers described the incident of a punting excursion on the river, when, in the midst of the general high spirits, a supervisor turned to one of the senior managers and remarked: "I may be saying this now, but I wouldn't talk to you like this back in the factory."

A frequently recurring phrase, used whenever the aims of the school were discussed, was—"attitude of mind"—and the above incident reflects one of these attitudes. The supervisor had the right attitude towards her job and her position in the firm. She felt herself to be a responsible member, and as such respected the position and responsibility of the manager she was addressing. She probably had this sense of responsibility before, but there is no doubt that the incident and the school helped to implant it firmly in her mind.

Two other attitudes of mind which the school undoubtedly created for the students were, first, the correct attitude towards their fellow workers, recognising the human side of their natures, a feature often obscured during business hours, and, secondly, a more comprehensive attitude towards the firm, seeing it as a team working with a common purpose.

If a school is to have as wide a scope as this, there will of course be no room on the curriculum for specialised and technical study. Specialised training is generally best suited to the factory floor, and a notable feature of the *Kayser Bondor* programme was the absence of any lectures on technical subjects. Where a topic tended to fall into this category, the speaker confined himself to general principles, and in all cases the speakers laid their subjects before the students in the form of points for consideration.

Discussion followed each lecture, when the students divided into small groups known as "buzz groups". For about five minutes each group ran over the points the speaker had raised, and put forward questions which had occurred to them. In this way both minor and major points were sorted and compounded into a complete question, which, when class resumed, was posed by a group representative. Another advantage is that the "buzz group" method gives an opportunity for even the most retiring of the students to present his point of view. There are many people who experience embarrassment, often amounting to fear, at rising to their feet in the midst of an audience and addressing the speaker. They may lack confidence, they may not feel able to express

themselves fully, or their questions may seem trivial at the time, and this reticence is understandable in an audience where a junior manager's point of view is stated in full hearing of his more experienced superiors. This in itself could offset all other beneficial effects of the course. But within a small group, confidence comes more easily, discussion is freer and a question is answered which might well have gone unasked.

This less formal group system designed to promote the maximum of self-confidence and free expression of ideas, was carried right through the school's activities, and perhaps its greatest success was noticed each evening in the regular hour's discussion group. After a completely free afternoon spent walking, punting, or on sightseeing tours round the colleges, the students gathered in groups of not more than ten to concentrate on more specific and detailed problems of supervision and management. One of the group acted as *rapporteur*, with the task of noting each point raised in discussion, and of summing up and reporting back afterwards to the whole school. Under a chairman selected from the senior managers present, the group considered either a pre-set topic, or a fictitious case-study provided by the training officer, made real by the inclusion not only of the detailed problem that had arisen, but of the complete record card and progress report of the individual involved.

This realistic touch was enough to spark off as full and as enthusiastic a discussion as any case could merit. Each student treated it as a real human problem urgently requiring a solution, and every facet of the case was considered, ranging from the more general aspect of the individual as an employee who must work contentedly and efficiently to the technical features of the manufacturing process on which the employee was engaged, and which themselves might contribute psychologically to the trouble. With the details before them the students were asked to consider three points: what had gone wrong? why it had gone wrong? and how it should be put right? When the final solution had been found, the case was summed up as concisely as possible and the *rapporteur* made his group's report to the school. The chairman presiding at this stage then commented upon the decision of each group and the different lines of approach. It was once remarked that students had tended to ask for, or sometimes to assume, details of the case which were not included in the set study. This may in a sense be reprehensible, but, as a characteristic of the student's assiduous approach, it may, on the contrary, be desirable; no manager can be too conscientious.

Kayser Bondor's 1956 summer school grouped in a corner of the college. The quiet atmosphere of a residential university with its aura of study and application provides the ideal setting for a managerial refresher course. Factory noise and bustle are forgotten; only the problems are remembered—to be placed calmly and earnestly into perspective.

The discussion groups, like the rest of the school activities, gave everyone an opportunity of drawing on his own experience. They were thus shown vividly each individual's place in the business machine, and, moreover, how each depended upon the other for the whole firm's well-being. As the brochure put it: "One of the advantages of being a member of management is that not only do you know more of what the Company is doing but that you know why it does it." Only the least receptive of students would leave a summer school of this type without a fuller grasp of his functions and responsibilities. The size of the school is, of course, an important factor. With larger numbers, the group-consciousness would probably be lost, the informal atmosphere would vanish and the chances of getting to know one's neighbours would shrink. But given reasonably small numbers and progressive leadership it is difficult to see how such a school could fail in most of its objectives.

The complete success of the course can never be charted, nor should we expect a list of the concrete improvements made upon the managerial structure. Human relations is not, after all, a statistical commodity like production or sales. For many of the *Kayser Bondor* students this was the first course of its kind they had ever attended. It gave them, as they expressed it, a very real sense of "belonging" to the firm—a state of mind worth, perhaps, more than anything else they may have learned, and certainly a solid foundation upon which all other kinds of staff relations can be built.

Six Lessons from the *Kayser Bondor* Summer School

1. *Free mixing promotes a free exchange of ideas.*
2. *When ideas are exchanged freely and frankly students learn rapidly how and why other departments function.*
3. *Organised discussion of set topics shows how each level of management is dependent upon the others.*
4. *The fullest sense of responsibility comes from a manager's realisation of his place within the team.*
5. *Small numbers are more conducive to group-consciousness—the first step towards team spirit.*
6. *Training has no place on the curriculum. The school's aim is to teach not how to do a job, but what the job means to the firm as a whole.*

The Peter Brotherhood hostel looks like a well designed double-fronted house. Yet, behind the comparatively small frontage, there are 27 bedrooms and many spacious communal rooms. In summer the gardens are a mass of flowers. Nor are they bare in winter for the many coloured shrubs which flourish throughout the year are well cared for by the works gardener. The main works, covering some 20 acres, is immediately adjacent on the left.

"Personnel Management" Picture Story

A Home from Home for Apprentices

By SHIRLEY MEREDEEN

IT is generally accepted that home revolves around the mother. So does the hostel of *Peter Brotherhood Ltd.*, of Peterborough, in which out-of-town apprentices live for the duration of their training. The " mother " in this case is the hostel warden, Mrs. Allen, who has the responsibility of caring for up to 27 boys at a time on their first long stay away from home. It is a time when the boys need more than usual guidance, kindness, sympathy and supervision, and much credit goes to Mrs. Allen for the way in which she runs the hostel. She is treated with consideration, respect and just the right amount of familiarity by the boys—an obvious sign of their regard for her. Together with Sister M. D. Watson, who is in charge of the works medical and welfare services of which the hostel forms a part, she supervises all aspects of the hostel's organisation.

Apprentices from the age of 15 to 21 are admitted to the hostel for a basic weekly charge of £2.13s.6d. But these charges are heavily subsidised by *Peter Brotherhood* according to the age of the apprentice. Thus, a boy of 15 only pays £1.6s.0d. per week and the boy of 17, £1.17s. 6d. In addition, to this a deduction of 5s. is allowed for absence at week-ends with a further allowance of 2s. 6d. per week for laundry. But these charges really bear no relation to the actual quality of services rendered.

Food is excellent and individual tastes are catered for as much as possible. No day has a regular dish and in this way interest in the menus is maintained. During lunch hours, in which they are fed in the works canteen, the boys rush back to the hostel where they apparently feel more relaxed. Evenings are spent talking, debating, playing communal games, etc. Sometimes they hold a party and on these occasions Mrs. Allen spares no efforts in making extra special party fare.

But more important is the guidance and advice which the boys get from the warden. She keeps her eye on each individually and encourages them to visit her room for private discussions and advice on personal problems. In this way those problems which inevitably arise when boys of these ages live away from home are more easily solved. And this helps, too, towards the smooth running of the hostel.

It is inevitable that parents should be anxious to see those who have taken over temporary responsibility for their children. But even the most doting of them (regular visits are of course encouraged) return home reassured that their sons are in the most competent of hands.

The common room is pleasantly but not extravagantly furnished. Brick walls are painted in white and green and are given a regular annual freshening up. In this way the boys can feel comfortable without worrying about spoiling valuable furniture. The warden, Mrs. Allen, is sitting on the far couch.

Each apprentice has his own room and personal decorations are welcomed. This room, adorned with copper tankards leather bound volumes and old prints "belongs" to a boy who is fond of antiques.

From the large, well-equipped kitchen of the hostel, Mrs. Allen and her mother prepare attractive and nutritious meals. The boys never know what each day's meals will be—which makes it all the more exciting—although practice has taught them that it is sure to be good.

The hostel's own sick room is made as cosy as possible with flowers and fruit, etc. Nurse Day is familiar to all for, when not taking temperatures in the hostel, she is repairing cuts and bruises in the works medical department.

This new pattern shop, situated a little way from the main works, is the sort of place where today's apprentices learn their skills. The very latest time-saving machinery has been installed and space, light and air abound. The thirty men working here have the use of their own canteen and well-equipped medical department.

Personnel Factors in German Revival

BETWEEN 1953 and 1955 West Germany's export trade underwent strikingly rapid expansion. This was stated in a recent issue of the *Board of Trade Journal* which gave impressive figures of a 40 per cent increase in exports and an increase from 13.3 to 15.6 per cent in Germany's share of world trade in manufactures. The Journal attributes this to advantageous labour costs, rising expenditure on industrial equipment, and the relatively small pull from the home market.

But the German Federal Government has recently thrown a new light on the subject. They trace their success to the team spirit existing between labour and management, the incentive of "co-determination" which colours all relations each firm has with its workers and so boosts production. Described in glowing terms as a "revolutionary step in the direction of a free modern society, based on mutual confidence and respect, rather than on coercion", the system enables workers to assist management in the running of the firm through the employee councils which must, by law, be set up in any firm employing more than five persons. There are, in fact, a small number of industries, including coal and steel, where workers are able to elect their own representatives to sit upon the board of directors.

The employee councils have considerable influence upon managerial policy; not only do they concern themselves with staff welfare, safety, and hours of work, but they have a voice in questions of employment, transfer, re-classification and dismissals. Indeed, no dismissals take place without the councils' voice being heard, and where mass dismissals are contemplated their influence is frequently felt in determining the procedure and timing.

If a firm employs more than 20 workers, it grants to its employee council control not only over matters directly affecting the staff, such as changes in installation or basic work methods, but even over top level policy involving removal of the business, mergers and closure.

"Co-determination" is not merely a method of putting employees "in the picture". Joint discussions lead to joint agreements which must be fulfilled by the employers, although employees are not encouraged to forget their obligations while they exercise their rights. For instance an employee council is not permitted to interfere in a firm's management by unilateral action. But this progressive spirit of co-operation which is basically and productively transforming German industry into a unified force, has a regenerating quality that might well help to solve Britain's production problems.

Management News & Ideas

THE PERSONNEL MANAGER'S REWARD

WE live in an age which is seeing a more serious application to the problem of human relations within industry than ever before. One feature is the increasing frequency with which companies large and small are appointing personnel managers, for the problem is one in which specialised training in the subject must contribute the greater part of the solution. But what of the personnel manager's own sense of security, and his just reward for the part he is playing? An up-to-date, comprehensive scale by which his salary may be plotted is somewhat overdue.

All the more welcome, therefore, is the latest survey conducted by the Institute of Personnel Management. Throughout the summer the Institute has been collecting material concerning over 800 appointments. This material is now in the process of analysis; when complete, a full and detailed report will be issued.

In the meantime, it is proposed to make some of this information available in the form of an advance report which will give some idea of the survey's scope and the manner in which it was conducted. In each company taking part the senior personnel manager was approached for salary details, and for the purposes of the questionnaire appointments were divided into nine general categories:—

1. Personnel management trainee.
2. Assistant in personnel department.
3. Assistant and/or deputy personnel manager in a small company (less than 800 employees).
4. Single-handed personnel officer in a small company or branch factory (up to 800 employees) or personnel officer with small department.
5. Assistant/deputy personnel manager in a medium sized company (or branch factory) with 800 to 3,000 employees.
6. Personnel manager in a medium sized company (or branch factory) with 800 to 3,000 employees.
7. Head of specialist department in a medium sized unit (800—3,000) or large company (3,000 plus), e.g., training officer, employment officer.
8. Personnel manager in a large company or group of companies (3,000 plus).
9. Personnel director or director of personnel in a large company or group of companies.

The salaries paid to both men and women in these categories have been noted in the advance survey, together with the median and upper and lower quartiles, but since the full analysis of all the information is still incomplete no accurate comparison of appointments can be included at this stage. Nor are there any details such as duties and responsibilities, length of time in the appointment, or type of industry. These must await the publication of the final survey.

For the present this advance survey will act as a rough guide to the appointment and payment of personnel managers, and will no doubt prove useful to employers who are investigating the field for the first time. It is available free to members of the Institute, and to non-members at a charge of 2s. 6d. per copy, from Management House, Hill Street, London, W.1.

Sifting Process

WHEN filling a staff vacancy, an office manager often has to spend more time than he can spare on interviewing applicants—some of whom turn out to be quite unsuitable. Here are two ways of keeping "wasted" time to a minimum:

1. Send all applicants a simple but carefully planned form requesting precise details of their experience and qualifications. This will help the manager to weed out the impossibles before the interview stage is reached.

2. In the newspaper advertisement announcing the vacancy, ask applicants to telephone the office manager himself for an appointment. By asking a few well-chosen questions over the phone, the manager can generally save himself the trouble of seeing people who would never suit. (**Business.**)

Career Course

FOR the fourth time since 1952 *The United Steel Companies Ltd.* recently invited parties of public schoolboys and university undergraduates to attend short one-week courses in Sheffield. Both courses were planned to provide a guide to those who attended in their choice of a future career, by giving an insight into the scientific basis and method of production, together with a picture of how a steel company is managed.

During their stay both parties visited factories, laboratories and research departments in small groups which gave opportunity for detailed discussion of various points of interest with the staff. In addition to the visits, meetings were arranged with senior members of the company's staff and other public schoolboys and graduates who have joined *United Steel* in the past few years.

BIM Conference

"MANAGEMENT—Profits—Living Standards" has been chosen as the theme of the British Institute of Management national conference to be held this year at Harrogate from October 31 to November 2. The theme will be introduced in an opening address by Dr. The Rt. Hon. Charles Hill, P.C., M.P., Postmaster-General, to be given on Wednesday evening October 31. In the course of the two days following, delegates will be able to choose among a total of over twenty sectional meetings which have been built around the general theme.

Each meeting will be a working session at which the paper, previously circulated to delegates, will be briefly summarised by the speaker so as to leave the maximum time available for discussion. Subjects for these meetings include the cost of labour turnover, methods of recruitment for the boardroom, presenting financial information to employees, and the social content of the job of management. The meetings will thus attempt to formulate in the light of the experience of delegates some practical solutions to current pressing problems of management. Between 800 and 1,000 top managers are expected to attend the conference.

Handle With Care

HOW should women employees be handled? [Recently] to Wisconsin bankers at their annual convention, pert, 38-year-old Phyllis Brown, an editor at the Research Institute of America, gave some new tips on an old subject.

Don't tell a woman she's being illogical. "The average woman starts off on the premise that the way she feels about something is itself a most compelling argument. But if they aren't as logical as men, they're sometimes one jump ahead in their thinking."

Praise women more than men. "Women really expect praise in greater quantities than men. Your failure to comment favourably is likely to be interpreted as disapproval."

Don't correct her too harshly. "When a woman makes errors, your corrections should be low pressure. The sting of a rebuke is hard for her to take."

Don't yield to a woman's tears. "Give her an opportunity to regain self-control. Let her know you're available to discuss anything she wants to bring up."

Be careful to appear impartial in all your dealings with women employees. "Women are quicker to suspect favouritism than men. When a supervisor gives a lot of attention to a girl who needs help with her work, the other women may see very personal motives behind it."

Bear in mind that women take things personally. "Ask a man the question: 'Where did you buy this steak?' and he'll answer: 'At Green's Market.' Ask his wife the same question, and she'll answer: 'Why? What's wrong with it?'" **(Time.)**

HOUSE MAGAZINE DIGEST . . .

Other Firms' News And Views

Better than Precept

"VISUAL aids, that is an appeal to the eye accompanying an appeal to the ear, will create a much more lasting impression and the more dramatic the appeal can be made the more lasting will the impression be. You can tell people to reduce waste until you are blue in the face," Mr. Nixon said, "but do your words really register? Call them together, lecture them on the subject: do they really remember a week later what you were talking about? Maybe. But in order to get the message across and for it to register, a much more dramatic appeal is necessary. And this is one way in which it could be done."

From under the table he produced a large handful of crumpled and torn labels. These he placed on the table, carefully built them into a pyramid and, to everyone's surprise, produced a box of matches and set fire to them.

"Now", he said, "every time you send this quantity of waste labels from your machine to the incinerator to be burnt, this is what you are really burning". From his pocket he produced a crisp, new 10s. note. This he calmly lighted with a match and, to everyone's amazement, held it up until it was completely burned away to ash. "This is not a stunt", he said, "but merely a graphic way of illustrating to an audience what waste really means." **(The Pea Pod: Batchelors Peas Ltd.)**

Special Delivery

How's this for delivery?

One of the company's works' cats disappeared a few weeks ago. Everyone imagined she'd just walked out. Cats do, of course. They know when they're well off and when they aren't. Or, at least, they think they do. The least dissatisfaction and they're apt to move on without so much as a by-your-leave or a purr of thanks. Independent creatures, the lot of 'em.

When this one went, nobody worried much about her. Now, however, from distant shores, an Agent writes to tell us that when the protection ends were removed from a recent consignment of large diameter tubes, out staggered a shabby tabby—and a family of five!

(The Review News: Stewarts and Lloyds Ltd.)

Expert Advice

A great deal of inconvenience and hardship is caused every year by the failure of people to make a proper will. Most Representatives have some possessions, and the making of a will in time of health, leaving their property as they themselves wish, is a provident and wise step. Where there are dependants it becomes a personal duty. The actual making of a will is not difficult, but it is well to get proper advice. In simple cases the Pension Office will give assistance.

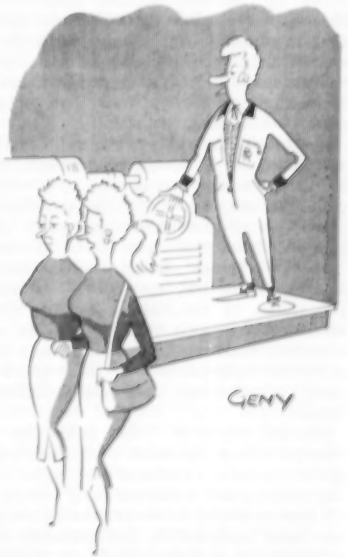
This service is not, of course, confined to Representatives, and the Pension Office will help *all* employees to make simple wills. **(Bournville Works Magazine).**

Fair Comment

Canteen Notice: If you must put your cigarette ash in your cup and saucer, please tell the waitress. She will then serve your coffee in an ashtray. **(600 Group Magazine.)**

No Upheaval

The important point about this programme of mechanisation, so far as *Heinz* is concerned, is that it has been done—and will continue to be done—gradually. There has been no major upheaval of staff, no "sackings" and no indication that the installation of these automatic processes will endanger the security of the employees. It is doubtful, in fact, whether many people in the company are aware to what extent these technological improvements have already been made. **(57 News.)**



"I think he looks cute in his new Teddy Boiler suit!" **(Rolls-Royce News.)**

The Lesson of Joint Consultation in the Gas Industry

PRIORITY OF SOCIAL ISSUES OVER WORKING CONDITIONS

By HUGH COLLINS

Today management and workers are equally responsible for the new type of industrial society that is being created. Therefore, says the author, a new joint consultative committee has to learn by experience a sense of social responsibility. Good working conditions are important but they should not overshadow the higher aim of good living conditions.

T. S. ELIOT has written: "From time to time, every hundred years, or so, it is desirable to review the past of our literature, and set the poets and the poems in a new order. This task is not one of revolution but of readjustment. What we observe is partly the same scene but in a different and more distant perspective; there are new and strange objects in the foreground."

This is true of industry, too. Mass-production resulting from the impact of technology dominates the scene in this, the Second Industrial Revolution. Paradoxically in the circumstances, the shape of the individual, too, is beginning to materialise, and this is of immense significance as it represents something of a social change in industry.

Formerly, the value of the individual was assessed in terms of production in its economic structure. At the present time, however, the development of an industrial approach to human relations has resulted in "social" issues being considered, and it is this that has vitally affected the status of the individual and the attitude of "both sides" towards a common endeavour in which there is a mutual appreciation of the importance of sharing the responsibility for it.

In the world of "free enterprise" recognition of the value of developing good human relations in industry has taken place comparatively slowly. Of recent years, however, the process has been hastened by the tendency of industry to organise itself in larger units where the scientific application of management, in which the social component resides, is responsibly pressed.

In the smaller units, however, it is relatively easier for the "family and the firm" to be linked and due recognition to be given to each individual. None the less, the big and the small firm are still very largely pedendent upon the type of management in control, and whilst this can operate to the great advantage of the individual in certain respects, in others skirmishes are still taking place for principles which have long been settled.

Nurturing Change

Those who were responsible for framing the Gas Act of 1948 which nationalised the industry must have marked the trend and drawn the inference that a fundamental change was taking place in industrial relationship. Provision was, therefore, made in the Act for the creation of machinery that nurtured this change for not only were trade unions and staff associations recognised as being appropriately indispensable to negotiate terms and conditions of employment with the new employers, but joint consultative committees were also to be established for the promotion and encouragement of measures affecting the safety, health and welfare as well as providing facilities for the discussion of matters of mutual interest and efficiency.

This bold legislation might well prove to be among the most notable of industrial landmarks in this century. What, however, is equally remarkable is the way in which the gas industry assimilated the injunction, as overnight it brought to an end the wide variety of managements that existed in the 1,047 undertakings of which it was composed.

Management in the old gas industry varied from the despotic to the "laissez faire", benevolent autocracy was often experienced, so indeed was the softening influence of paternalism —not in the heavy Victorian sense— but in management assuming some responsible interest for the social well-being of the employee and his family. When this attitude was blended with the security of an

expanding industry it goes far to explain its record of freedom from industrial disputes.

Yet it is doubtful if there was a realisation that the industry was being overtaken by an influence which presaged "industrial democracy" in which what Temple called "The Mind of the Age" was being expressed—in so far as it concerned the new significance in the relationship between employer and employee. The Gas Act of 1948 beckoned to this new relationship in that it not only fully recognised all organised labour through its institutions but, what is more important, did something about it. It sponsored joint consultation as a focus for both sides to appreciate that in a common endeavour interests of management and managed coincide rather than conflict.

Progress in joint consultation is progress indeed. Present industrial relationships have not proceeded from a placid amiability, perhaps it would be truer to say that they came out of conflict and when men gather round the tables in these early days—in any form of industry—they peer over their spectacles suspiciously. They doubtless wonder if it is too true to be good!

A new Joint Consultative Committee has to learn by experience a sense of social responsibility. The workers from an authoritarian régime and indeed managers and departmental heads with that background may find themselves perplexed and troubled when placed in a democratic one.

It is the adoption of a new attitude in which the social function of industry is no less important than its technical and administrative efficiency that is such an indispensable part of joint consultation. The improvement of working conditions—the heating of the repair shops in winter and ventilating them in the summer, the advancement in the quality of tools and their safety in use—are matters of importance, but they are not of first importance for they are not ends in themselves and so frequently means are confused with ends. Greater technical efficiency particularly if it has resulted from conferring together is valuable—a sense of achievement is salutary too. Schemes of welfare play their part, but it would be wrong to suppose that beyond certain standards they are progressively important. Employers sometimes will create welfare schemes and proclaim them triumphantly. Employees will accept such schemes for what they are worth intrinsically and very little else. There can be a surfeit of welfare. Jacques Chapuis quotes a *cri de coeur* of a worker in the *Michelin* factory—"I was born into *Michelin* baby-linen and fed with a *Michelin* bottle in a *Michelin* house. Of course, I played in a *Michelin* nursery, then as a *Michelin* apprentice and operative I had my meals in the canteen and went to the *Michelin* cinema, and *Michelin* entertainments. If I don't get out of this joint directly I shall soon be buried in a *Michelin* coffin."

Members of the Cambridge District Manual Joint Consultative Committee of the Eastern Gas Board in session. The old days of paternalism have gone.

During the past year I discussed this aspect of management with personnel managers of one of Chicago's biggest industrial concerns. They were most enthusiastic and there is no doubt that the family and the firm had been linked very definitely. The house magazine had become a social domestic organ. When, however, I talked of this social connection with a responsibly connected employee at whose home I was staying, he remarked: "It sure is suffocating." J. A. C. Brown refers his readers to *Life* magazine of January 7, 1952, to an article headed "The Wife Problem" in which this attitude is discussed.

A First Step

The very act of nationalisation was helpful in that it cleared away barriers and instituted machinery for joint consultation, but the machinery has to be made to work and anything that is conducive to good human relationship is of inestimable value in this connection.

Human relations should not be confused with industrial relations, although the latter complements the former. Joint consultation properly applied in industry could make them happily synonymous. In the same way, good working conditions are deficient and could represent a considerable waste of money unless they promote good living conditions. To make them identical would be to recognise the importance of the status of the individual at all levels in the sense that the work he or she does is important not only for the pride and pleasure taken in doing a job well but because such work is interrelated to the endeavour of others; because of this it takes on a social consequence. The creation of this social responsibility should be a guiding principle of joint consultation.

A system of communication is desirable that will not only convey policy from the Board to the floor and the field, but what is more important is that it should be sensitive enough to convey "personality" as well, for it is personality that makes a perpetual suggestion in joint consultation. It is this that forms the social purpose in the common effort, and when it is accomplished you are on the highroad to success for work is becoming for all a social occupation. Nothing can hold the bar to progress in such circumstances whether the organisation so affected makes a product, sells it, or serves the community in any way, for its expansion will come from within.

Such progress as we have made has been slow but solid. However, "the conduits are working" and when recently we were discussing lifting techniques for our heavy appliances —something which has in the past always been hazardous—a member of my committee said quite spontaneously: "There will be little improvement unless they lift with their hearts as well as their hands." When I hear remarks like this I know that progress is being made for it epitomises everything that I have written.

The Work of the Government's Personnel Management Advisers

By ROBERT McKINNON

Even though the M.o.L. Personnel Management Advisory Service is working at full stretch and has been for a number of years, its activities are not quite as well known in industry as they deserve. Here, then, is an account of what this Service is and how it operates. It is a story that reflects the changing emphasis in personnel ideas during the last ten years and that shows an official awareness of the need for sound industrial relations.

QUITE one of the most interesting and important features in the post-war story of industrial Britain is the increasing influence of the Ministry of Labour. As an industrial peace-maker, the Ministry's role is already well enough known. Not so well known perhaps is its Personnel Management Advisory Service which once came under the Factory Department but now, reflecting the needs of the times, is a branch of the Industrial Relations Department.

In maintaining this Advisory Service, the Ministry's view is that good relations between management and workers are essential to the success of an individual firm and thus, ultimately, to the economic survival of the country. They also take the view that the main responsibility for good relations rests with the employers. And as success depends upon the way in which personnel problems are handled on the shop floor, it is here that the Ministry believes its Service can help firms both large and small. In short, the official view is that the Service represents the Ministry's preventive medicine for industry in contrast to its conciliation machinery which is used after the disease has broken out.

Use of this Service, which is confidential and advisory, places no obligation on employers. It is staffed by experienced personnel officers, recruited from industry, whose services are freely available to firms on request. This assistance offered is based on the Advisers' past experience and their knowledge of current problems and over the years they have built up a reputation for scrupulous objectivity.

Advisers are available to visit firms for discussion with managements on their personnel problems and to advise on matters of policy, organisation or method; if necessary, they keep in touch afterwards. Their help, for instance, is available on such matters as:—

- Recruitment and redundancy policy,
- High rates of absenteeism and labour turnover,
- Interviewing and promotion procedures,
- Training schemes for various grades,
- Development of effective joint consultation and works communication,
- Employee services and welfare schemes.

Moreover, employers wishing to set up a personnel department can obtain advice on the scope of the personnel officer's duties, on his or her introduction to the firm and on

the best means of obtaining suitable applicants. It should be stressed, too, that the Service is offered to *all* employers whether or not the size of the labour force justifies the appointment of a full-time personnel officer.

At this point the main limitations of the Service should be stressed. The first and most important is that its numbers are far too small for the job in hand. At the moment its total membership is 17, of whom 15 are employed in the standard Government administrative regions of the country and two at the Ministry's headquarters in London. The load on the Service is very heavy indeed, in fact Advisers are making in all about 3,000 factory visits each year, yet under present official policy the Service is not likely to be expanded even though it is recognised that its members are doing a vital job. Indeed, the Service was recently cut by two.

It is difficult to resist the temptation to think of the Personnel Management Advisory Service as a collection of management consultants whose knowledge and advice is available to industry for nothing. And it is here that the second limitation, if that is the word, comes into force. The Ministry makes a special point of drawing the distinction between any of its Advisers and a management consultant. Apart from the question of fees, there is first the time factor. A management consultant stays with a client for as long as his services are needed or wanted. An M.o.L. Adviser simply could not spare the time. Second, a management consultant unravels the problems, suggests the solutions and sees that these are applied. An M.o.L. Adviser can only set the firm on the right path and thereafter offer such general guidance as may be desired. *He may investigate the causes of a problem but he will leave the firm to apply the solution.*

Again, it is not part of an Adviser's duties to concern himself with wages even though his investigations may lead him to the conclusion that a firm's wages structure needs to be overhauled. At the most he could put before the employer the pros and cons of introducing some form of incentive or bonus scheme. But actual rates of wages are strictly the province of collective bargaining.

The actual history of the Service reflects to a large extent the changing emphasis of personnel management in the last decade. Interest in the subject had been gradually developing among industrialists before 1939 but during the war great attention had to be paid to human relationships in industry in order to gear up the country's war effort. When the war ended it was felt that the advances already secured in personnel management should be further extended to help the transition from war to peace production. It was obvious, moreover, that social and industrial problems so persistently ignored before the war would now have to be tackled.

Accordingly, the Ministry of Labour and National Service set up its Personnel Management Advisory Service staffed by a team of skilled personnel officers recruited from industry. At that time it was attached to the Factory Department because factory inspectors themselves had in no small way contributed to such evolution in personnel management as had by then taken place and had made a point (as they do today) of influencing employers to regard statutory requirements merely as minimum standards. "These developments in 'welfare'", said the Ministry, "naturally led to an interest in the more comprehensive subject of personnel management as a whole"; and personnel management in its modern connotation was defined as "that element in general industrial management which is primarily concerned with the human relationships in the undertaking and has as its objective the maintenance of those relationships on a basis which encourages all those concerned to make their maximum personal contribution to the effective working of the undertaking".

So much for policy. If these ideas were to become reality, however, there was much to be done on the practical side. Hence in its early years the Service concentrated mainly on getting firms to organise their own personnel departments (the institutional approach) in order to maintain a constant review of:—

1. Methods of recruitment, selection, training, education and promotion;
2. Administration of industrial agreements, methods and standards of remuneration, and working conditions;
3. Provisions for workshop amenities and employees' services;
4. Facilities for consultation with employees and with their trade union representatives; and
5. Procedures for the settlement of differences and the avoidance of disputes.

Then, as now, the Service helped firms to apply these various ideas either by direct advice and/or by putting the firms in touch with the appropriate specialist organisation, e.g. the Institute of Personnel Management, the Industrial Welfare Society, the National Institute of Industrial Psychology, and so forth. Another most important function, particularly in the early years and today to a lesser extent, was to help untrained or inexperienced personnel officers by arranging courses for them with various training and specialist bodies.

Gradually much of the pioneer work of the Service was taken over by industry itself and, with the rise of full employment, Advisers were being called upon to deal with problems of a different type—problems of industrial relations rather than of welfare. For that reason, in 1949, the Service

How to Get in Touch with the Service

You can get in touch with the Personnel Management Advisory Service by applying direct to the Ministry of Labour and National Service, Industrial Relations Department, 19, St. James's Square, London, S.W.1, or to an employment exchange, or to any of the regional offices as follows :—

LONDON : Hanway House, Red Lion Square, High Holborn, W.C.1. Holborn 8454.

SOUTHERN : Government Building No. 4, Whiteknights, Reading, Berks. Reading 61122.

EASTERN : Block B, Government Offices, Brooklands Avenue, Cambridge. Cambridge 58911.

SOUTH WESTERN : 31-33, Whiteladies' Road, Clifton, Bristol, 8. Bristol 38481.

MIDLANDS : 281-289, Corporation Street, Birmingham, 4. Aston Cross 3081.

NORTH MIDLANDS : Block 2, Government Buildings, Clifton Road, Nottingham. Nottingham 46111.

NORTH WESTERN : Sunlight House, Quay Street, Manchester, 3. Blackfriars 3424.

EAST & WEST RIDINGS : Coronet House, 44-68, The Headrow, Leeds, 1. Leeds 32761.

NORTHERN : 93a, Grey Street, Newcastle upon Tyne, 1. Newcastle 26011.

WALES OFFICE : Dominion House, Queen Street, Cardiff. Cardiff 32961.

SCOTLAND HEADQUARTERS : 44, Drumsheugh Gardens, Edinburgh, 3. Central 2544.

was transferred from the Factory Department to the Industrial Relations side of the Ministry where it has since remained. Today, the Service is mainly consulted on such matters as labour turnover, the introduction of incentive schemes and work study, training of operatives and supervisors and the improvement of communication and better methods of consultation. Their advice is also sought on absenteeism and, less frequently, on discipline. But it is on ways and means of reducing high labour turnover that the Service is most often consulted and in this connection an interesting "combined operation" was held in 1955. In one area particularly affected by this problem, the Adviser, the local technical college and the firms concerned worked together as a team. "This inquiry", says the Ministry, "brought to light much useful information that has already proved its value in terms of better relations and greater efficiency".

What sort of firms make use of the Service? Each year some 2,000 firms are visited, the majority of them manufacturing concerns and most of these in the group employing between 250 and 1,000 people. In fact, much of the Advisers' work is with the small firm which wants to put its personnel management on a sound footing but which obviously cannot afford a specialist department. The Ministry reports, however, that work among retail and other non-manufacturing concerns is steadily increasing, and also that done on behalf of the nationalised industries, public corporations and other Government Departments. Visits paid to large firms are usually in response to requests for information on special problems, but these, too, are mutually useful in that they give a chance for discussing developments in the human relations field.

While most of the work of the Service is taken up with factory visits, mention must be made of that done in conjunction with voluntary organisations in the human relations field, both at national and regional levels. This aspect of the Service's activities is concerned chiefly with arranging courses and conferences. In 1955, for example, such functions were organised—eight for managers, 16 for personnel officers, and 31 for supervisors and foremen. In some towns, for example, at Brighton, Grimsby, Lancaster, Middlesbrough and Warrington, special courses were planned for line management, while the Admiralty sought the help of the Service in planning courses for officers engaged in personnel work. One of the most popular features was the one-day conference, many of them for supervisors, held in many parts of the country. Demands were also made upon Advisers for lectures to Chambers of Commerce, local employment committees, trade unions, technical colleges, centres of adult education, rotary clubs and employers' associations.

Close Co-operation

Some of the national bodies with whom the Service has close ties are the British Institute of Management, the Institute of Personnel Management, the Industrial Welfare Society, the British Association for Commercial and Industrial Education and the National Institute of Industrial Psychology. The week-end conference arranged at Cambridge with the Institute of Personnel Management is now what might be termed a fixture in our management programme. Then, of course, there is close co-operation with the Ministry officials themselves, particularly with employment exchange managers in organising meetings of local groups of employers and by helping to meet the needs of individual firms.

A picture has been presented of a profusion of activities borne by a handful of officers who, in theory anyway, have to serve a workforce amounting to 24 million people. Somehow or other these 17 officers manage, as already mentioned, to put in 3,000 visits to factories each year in addition to numerous other duties. Small wonder that, as the Ministry itself admits, "the load on the Service is very heavy indeed." At the same time, each year has brought forth an increasing interest in the Service and an increasing number of demands on its time. Successive Governments have proclaimed themselves vitally interested in the development of good industrial relations. The logical step, it would appear, would be to expand this Advisory Service until it can cope more than adequately with the number of calls made upon it. Most people who have thought about the matter are now convinced that the promotion of a real industrial harmony is just as important as ensuring that workpeople have good and safe working conditions. Why not, then, have a Service comparable in numbers at least to the Factory Inspectorate? Must we always wait for a precedent?

Pensioners' Workshops

OLD age pensioners, some of them veterans of two World Wars, are proving their value to industry, and, at the same time, supplementing their pensions, under a bold "Workshops for the Elderly" scheme recently introduced by Hackney Borough Council.

They work a two-hour shift, five days a week, and apart from the money, they find a renewed sense of being useful members of the community. The work is light, like packaging pens and fixing circular price tabs, which is the type of job supplied by the *Mentmore Manufacturing Co. Ltd.*, and over forty pensioners have already enrolled at the workshops.

The organiser of the Hackney Association of Workshops for the Elderly is Miss A. W. Magee, a London welfare officer for many years, who has summed up the aims of the scheme: "We're not only a welfare group hoping to cure the loneliness and psychological confusion of old age pensioners—we're also a business. It is not our intention to make a profit, but in a year we hope to be self-supporting, paying our way and independent of subsidies." Speaking as an employer assisting the scheme, Mr. Arthur Andrews, chairman of the *Platignum Pen Co. Ltd.*, goes further: "There's no charity about it—they're doing a good job of work."

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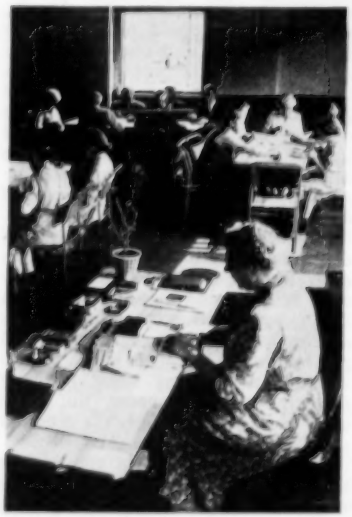

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The Legal Safeguard against Fire and Explosion Hazards

Nothing is easier to start than a fire (see picture) and maybe that is why the Acts concentrate more on escape than on fire prevention. In any case, it is absolutely essential that workers are familar with the routine to be followed in the event of fire. Explosions are somewhat different. Here the risk is best controlled by much irksome but very necessary preparatory work.

By V. A. BROADHURST

LAST February eight people lost their lives in a mill fire at Keighley. This sad and disastrous occurrence focused attention on fire risks in factories and the question of necessary precautions.

It should be stated at the outset that the Factories Acts deal with the subject in two ways. First, the Acts themselves lay down certain requirements for all factories (except for very small works where there are no inflammable substances). Secondly, more detailed requirements are made in Special Regulations. As explained in the first article of this series, Special Regulations are not of universal application. Those dealing with fire precautions are applicable to certain processes and industries which have a high fire risk.

When the Keighley fire was debated in the House of Commons, it was stated that the Minister of Labour was considering making more Special Regulations on the subject but so far he has not done so. The requirements of the Factories Acts themselves regarding fire precautions are not so comprehensive as those concerned with industrial safety could wish. In fact the Acts concentrate on fire escape rather than fire prevention. On the other hand, the Regulations make detailed requirements and cover many subjects under the general heading of fire.

The Acts require every factory (except certain very small ones) to hold a Certificate of Adequate Means of Escape in Case of Fire. This certificate is obtained from the local authority who have the duty of surveying the factory before issuing the certificate. The council issues the certificate when it is satisfied with the means of escape provided.

All means of escape and the means of access to them from the workroom should be properly maintained. If a fire exit is needed it is needed in a hurry. Particularly where space is short, there is a tendency to stack goods on the unoccupied floor space near a fire exit, but this is very dangerous.

The next main requirement for all factories is a fire alarm. The Acts demand an audible warning but do not specify what type of alarm has to be provided. It must be "effective" and "clearly audible throughout the building".

The audible warning does not have to be electrical although in practice this may often be the most suitable type. Apart from the Special Regulations applicable to all electrical apparatus in industry, there are no particular legal requirements from a technical, electrical aspect. There is, however, a Code of Practice for electrical fire alarms issued by the British Standards Institution. Although this is not part of the law, it sets out a safe and acceptable standard which has been published on this subject to assist managements. Further information is also available on request to the Factory Inspectorate.

Another legal requirement which may aptly be referred to at this point concerns the locking of doors. While any person is within a factory, doors affording a way out must not be locked or fastened in such a way that they cannot be easily and immediately opened from the inside. The Acts make this requirement in connection with fire precautions and they prohibit the locking of doors for any purpose during working hours—unless they can be opened easily and immediately from the inside.

There are other legal demands in the Acts relating to fire, but they are largely elaborations of the requirements for fire exits. Mention must, however, be made of the rather odd section of the earlier of the two Acts, which comes near to asking for fire drills, but then shies away from them. It contents itself in the end with requiring effective steps to be taken to ensure that all persons employed are familiar with the means of escape in case of fire and their use and the routine to be followed in case of fire.

How often is this information given to new employees and to those transferred to a new department?

Thus the Acts themselves are mainly concerned with fire exits and doors, audible warning and instruction on fire routine. The Regulations on the other hand go into detail regarding fire prevention and means of restricting the spread of fires, whilst reinforcing the requirements for exits. But as already pointed out, Regulations apply only to certain named processes or industries.

Cellulose Hazards

A code of Regulations which is of common application is the one known as the Cellulose Solutions Regulations. In addition to other matters they deal with the construction of the workroom and plant in it, the safe removal of inflammable fume and deposits, the exclusion of possible sources of ignition, the construction of exits and the provision of fire extinguishers. These Regulations apply only where cellulose solutions are manufactured, used or stored. Similarly there are other codes of Regulations for various other trades and processes in which inflammable materials are handled or stored.

A subject which frequently comes up when fire prevention is under discussion is electricity and its safe use in the different conditions met in industry. A comprehensive code of Regulations deals with the use of electrical energy in factories and this applies to factories generally. Although they are nearly fifty years old, the Regulations cover most of the points arising in industry today. No doubt some new Regulations will be needed as we progress further into the age of automation and electronics, but it is significant that so many of the present-day electrical accidents in industry involve breaches of these Regulations.

Before passing on to the next topic it is worth drawing attention to the number of accidents which arise from inflammable liquid in factories. A not uncommon type is the fire which is caused by the accidental ignition of petrol or other highly inflammable liquid used for cleaning floors. Many of these occurrences do not violate the law, but they are nevertheless very dangerous.

Safety and personnel officers could spend time profitably by inquiring into practices in their own factories. All too often, highly inflammable liquids lurk anonymously in unmarked containers about the factory. They may be kept for cleaning or other purposes and no one is aware of danger until it is too late.

Where the risk of fire or explosion is serious or where there are dangerous conditions generally in any factory, the Factory Inspector has power to apply to the Court for an Order. In one such case, a factory was housed in a three-storey building. The floors and the one internal staircase were of wooded construction. The windows on the first and second floors were boarded up. In case of fire there was serious danger to persons employed on the upper floors. On application by the Factory Inspector, a Court Order was issued, closing the factory until satisfactory means of escape were provided.

In the previous article of this series the subject of pressure vessels with their explosion risks were referred to generally. Another kind of explosion —that arising from the ignition of inflammable dust, gas, vapour or substance—is also contemplated by the Factories Acts which demand certain precautions.

Quite ordinary substances when in the form of a fine powder may have explosive properties under certain conditions. Such common substances as fine wood dust (wood flour) or finely ground sugar may, if stirred up into a local cloud in contact with air, give an inflammable or explosive mixture. A spark may ignite it and cause an explosion.

Precautions are therefore required by law. These include the enclosure of plant, the removal of dust, the prevention of dust accumulation on ledges and other places and the exclusion of all possible sources of ignition.

These requirements should be observed wherever the risk exists and expert advice is generally needed in order to ascertain the extent of the risk in a particular case and to devise suitable precautions in detail.

There is sometimes a risk that inflammable dust may arise inside the plant. In such a case, the plant should be constructed to withstand the pressure of an explosion or, as an alternative, chokes or other appliances should be provided to limit the effects of an explosion.

The ignition of inflammable vapours or gases can also cause disastrous explosions. Plant, tanks and vessels such as petrol tanks which contain or have contained inflammable or explosive substances are dangerous. Such processes as welding or soldering must not be done on them until certain irksome preparatory work is done to render them harmless first.

A few years ago, buildings, plant and vehicles worth £500,000 were lost in a big factory fire caused by the spontaneous combustion of some rags contaminated with cellulose solutions. The Keighley fire is only one of many fires which have happened since to remind us that the danger is ever present.

SPECIALLY FOR PERSONNEL OFFICERS

THE first Year Book and Directory to be published in this country for the benefit of personnel managers and welfare officers is now available from the Shaw Publishing Company, publishers of this journal. Priced at 25s., post free, this *Personnel Management Year Book and Directory* highlights the main developments in industrial relations, welfare and training during the past year, while the directory section gives detailed lists of suppliers of the many goods and services that make up the material side of factory welfare and safety.

Part I of this new publication is in five sections devoted to the legal and technical aspects of personnel management, industrial welfare, safety and good housekeeping, the work of the more important national associations, and training developments. Among others there are features on the Factories Acts, work study, automation, modern office management, occupational health, industrial pension schemes and new trends in industrial catering, while the section on safety includes ideas for making the shop floor comfortable and for reducing human effort by better design of machines and equipment.

The Year Book also makes a start on a long overdue Who's Who in Personnel Management. Understandably, this section is not yet as comprehensive as we would like it to be and readers are invited to send in their particulars to the editor of this journal for inclusion in the next edition. Details required are name, honours, degrees, place and year of birth, current appointment, previous appointments and membership of Associations.

In total, the Personnel Year Book and Directory has been designed to keep the personnel manager abreast of the new and radical changes that are taking place in industrial relations and to provide a ready reference to suppliers of the goods and services needed for the safety and comfort of the workpeople. Orders should be sent to the Shaw Publishing Company, Mercury House, 109-119, Waterloo Road, London, S.E.1.

PEOPLE AT WORK

Last month we dealt with the safe use of radioisotopes in industry. One item of safety interest we did not mention were the "Mrs. Mopps" at Amersham Radiochemical Centre. All their equipment is regularly monitored for radioactivity and, as can be seen, protective clothing has not been forgotten.

Industrial Diseases

THE Minister of Pensions and National Insurance has asked the Industrial Injuries Advisory Council to advise him whether, in the light of experience and current knowledge, any adjustments should be made in the terms of prescription of the diseases included in the Schedule of Prescribed Diseases for the purposes of the National Insurance (Industrial Injuries) Acts. The necessary review is being undertaken by the Council's Industrial Diseases Sub-Committee under the chairmanship of Professor Sir Arnold Plant, who is also chairman of the Advisory Council. The sub-committee will consider whether there should be any changes in the terms in which the diseases concerned and the occupations at risk are defined.

The Schedule of Prescribed Diseases, containing 40 items, is given in Leaflet N.I.2 (and N.I.60 for tuberculosis) available at all local offices. Broadly, the effect of prescribing a disease in relation to an occupation is to enable persons who think they may have contracted that disease from their employment in that occupation to make an application under the Industrial Injuries scheme and to obtain Industrial Injuries benefit if the disease has been contracted in that way. The benefits provided under that scheme are in general more favourable than those of the main National Insurance Scheme.

The Industrial Diseases Sub-Committee have decided to direct their attention particularly to the diseases with the following numbers in the schedule: 3, 11 and 12 (poisoning by phosphorus and certain phosphorus compounds); 8 (poisoning by benzene derivatives); 21 (Weil's disease); 23 (b) and (c) (warts and other skin lesions due to tar, pitch, bitumen, mineral oil or soot); 24 (b) and 25 (with particular reference to dermatitis); 26 (cateract); 28 to 30 (Telegraphist's, writer's and twister's cramps); 31 to 34 ("beat" hand "beat" knee, "beat" elbow and tenosynovitis of the wrist); 38 (tuberculosis). Persons or organisations who consider that changes should be made in the way in which any of these diseases (or others in the schedule) are prescribed are invited to submit written evidence. The Minister has *not* asked the council on this occasion to consider pneumoconiosis or byssinosis (on which they reported in 1953 and 1955 respectively) or on any diseases not already included in the schedule; and the sub-committee are not therefore inviting evidence on such diseases.

Evidence submitted in response to this notice should be sent to the Secretary, Industrial Injuries Advisory Council, 10, John Adam Street, London, W.C.2, to arrive not later than October 31, 1956. An explanatory memorandum can be obtained from him on request.

Too Safe to be True

THE safety code adopted and practised by *Imperial Chemical Industries Ltd.*, is such that the accident rate should have been reduced to almost nil. The reason it is not can be found in the employees' sluggish reaction to danger, springing from a state of complacency that has been created by these all-too-safe conditions.

This opinion is voiced in an article published in the *Safety Standard*, the official journal of the company's Division Safety Departments, by Mr. L. Laird, plant foreman in the Plastics Division. "We have taken away 'visual danger' from the worker and not replaced it", he continues, and some of the remedies he suggests for restoring a healthy reaction to working dangers are:—

1. Make machines *look* dangerous (although they are safe) by removing sheet-metal guards where possible and replacing them with mesh or bar guards.

2. Give the worker more responsibility so that the dangers of his job can be brought vividly to the eye.

3. Display posters illustrating this theme.

4. Put over to the workers that better housekeeping is considered by the management as the major measurement of the reactive ability to danger of the individual.

Ministry's Training Policy

THE recently announced reductions in the staff of the Ministry of Labour and National Service engaged on T.W.I. (Training Within Industry for Supervisors) are part of the Ministry's policy to encourage not merely the larger firms but also the medium sized and smaller firms to take over T.W.I. themselves. This has been done already by over 1,200 firms.

The T.W.I. service provided by the Ministry is of two kinds, the most important being the training of firms' trainers. They are then able to undertake the training of supervisors within their own firms in the three T.W.I. programmes of Job Instruction, Job Relations and Job Methods (to which a fourth programme of Job Safety is about to be added). There will be no reduction at all in this type of training, known as "Institute" training; indeed, the Ministry hopes to increase and extend this service, encouraging still more firms to adopt T.W.I. as an integral part of their training programme.

The second part of the service has been the direct training of firms' supervisors. In future this service will be offered only to firms employing less than 15 supervisors, and the training will be given in groups of not less than 6 supervisors drawn from one or more firms.

These changes mean that the numbers of regional staff trainers will be reduced from 32 to 16. There will be no reduction in the higher grade trainers at headquarters, who are all engaged on Institute training and the central organisation of the scheme.

T.W.I., introduced by the Ministry into this country in 1944, still represents by far the largest contribution to supervisory training, and information about the scheme can be obtained from regional offices of the Ministry of Labour and National Service and from the headquarters of the Ministry, Ebury Bridge House, Ebury Bridge Rd., London, S.W.1.

Up in Smoke

TURNING from the participants in the cigarette war to the overall prize that is being fought for, it is impossible not to be astounded at the maintenance of the average Briton's rate of smoking in spite of ever rising prices. Since 1935 there has been an increase of more than 600 per cent in tobacco duty and nearly 400 per cent in the average landed cost of tobacco leaf. In addition, no fewer than five wage claims have been granted in the last 3½ years.

Yet despite these increases the British remain among the heaviest smokers in the world. In 1945 and 1949 per capita consumption throughout the world was:

	U.S.	Canada	U.K.
1945 ..	2,020	1,250	1,860
1949 ..	2,370	1,250	1,620
	France	Italy	S. Africa
1945 ..	340	290	570
1949 ..	710	640	640

What makes these figures particularly astonishing is the relevant cost of

cigarettes in the U.K. and on the other side of the Atlantic. In America an hour's average wage can buy 149 cigarettes (65 in Canada): in the U.K. the total, even before the last budget, was only 18. Put it another way, it takes 8.04 minutes' work to buy a packet of 20 cigarettes in America: it takes 1 hour 6.39 minutes in Britain. **(The Director.)**

Personal Touch

THE Eastern Region of British Railways feel that much is to be gained by developing in members of the staff the sense of pride in their work and of service to the public. Two interesting experiments, following these lines, are now being tried in the region.

On the principal main line trains the name of the engine driver is to be displayed on a small name-plate fixed to the cab side. In the first instance all the Class A.4 Pacific locomotives stationed at King's Cross, which work the principal trains on the east coast route, including the "Elizabethan" and "Flying Scotsman", have now been fitted with these name-plates. Next, the scheme will be extended to Britannia Class locomotives working the Continental boat expresses between Liverpool Street and Harwich and the East Anglian services between Liverpool Street and Norwich.

By this means it is hoped to identify the man with the locomotive he controls, and give to both a personality in the minds of the passengers they serve.

It is intended to carry the practice further and display at principal stations the name of the station master and the local officers who are responsible for rail passenger and freight business.

Mother of Invention

A SAFETY necessity has been turned into a pleasure for workers at the *Pentaverken* car-motor and gearbox plant in Skövde, Sweden. In their examination of the plant, fire inspectors stipulated the installation of a reserve water tank as part of the firm's fire prevention scheme, so the company, realising their opportunity of killing two birds with one stone, built the tank in the form of a tiled, indoor swimming pool for employees' use in their leisure time.

The pool, holding 35,000 gallons of water, is another example of how safety and welfare can go hand in hand, not to mention the sudden height to which the company has soared in their staff's estimation.

Back to Normal

HOW hard does a strike hit a plant's pattern of employee turnover? Not as hard as you'd think—if *Westinghouse* experience is any criterion.

At the end of its 156-day strike, 95 per cent of all employees returned to their jobs.

If conditions had remained normal, turnover for the strike period would be estimated at 4,275 employees. Actually, only 3,713—5 per cent of the 74,000 on payroll when the strike began—failed to report.

Losses were lowest among engineers and scientists. Only 36 of the 6,000 graduate engineers on professional and technical assignments decided to look elsewhere as a result of the 5-month strike.

No one would recommend a strike to cut down turnover. But the figures indicate that to workers, the long-range values of employment greatly outweigh some of their shorter-range goals. **(Factory, U.S.A.)**

American Style

DURING their recent month's coast to coast tour of the United States, two members of the board of *Mullard Ltd.*, Mr. T. E. Goldup, C.B.E., M.I.E.E., and Dr. J. D. Stephenson, M.Sc., Ph.D., M.I.E.E., visited heads of various research and manufacturing organisations to discuss problems relating to the production of all types of electronic devices. These discussions covered not only the research and production aspects but industrial activities generally, and additional visits were made to American universities for talks on the education and training of electronic engineers.

MANAGEMENT BOOKSHELF

Training Factory Workers. By the National Institute of Industrial Psychology. *Staples Press, 12s. 6d.*

THE systematic training of unskilled and semi-skilled factory operatives is still in the early stages of recognition as a vital factor in productivity. Even so, careful thought is being given to the problem, as this book shows. The N.I.I.P. was invited by the European Productivity Agency to make a survey of training arrangements in the United Kingdom. In March, 1955, the field work began, and by December over 200 establishments had been visited, covering many different forms of industry from the preparation and preservation of food to the manufacture of transport equipment. This book sets out the findings and the conclusions drawn from the survey.

From so wide and variegated a field it would be impossible to arrive at one golden rule for training which would apply to all industrial concerns. But the authors have derived certain impressions and conclusions which they have embodied in several general principles applicable in whole or in part to all industries.

Their chief conclusion is that a systematic approach is universally useful, even where training is short and simple, and that the principle must be accepted by senior management. Care and planning are stressed throughout, as in the selection and status of the instructor, and the maintenance of complete training records, but the human factor is constantly acknowledged to require flexibility in training programmes, and there is a warning against over-complexity in planning, the reason for collapse of several well-intentioned schemes.

Attention is given to responsibility for training, instructional methods, aids to instruction and incentives to study, with an assessment of various results. Two appendices are included on the nature of work studied, and selected examples of training practices.

The book forms part of an international report on similar surveys in seven European countries, to be published in due course by the Agency. It can be recommended, not as an exhaustive manual of training, but rather as a guide to all levels of management conscious of its training needs, to be interpreted and applied against a background of individual requirements and conditions.

Appointments

MR. G. H. SIMMONS has been appointed chief work study officer of the British Productivity Council in place of **MR. A. J. SPEAKMAN**, who is now deputy director. Mr. Simmons, who has 14 years' experience of work study methods and application, is a Fellow of the Institute of Industrial Technicians.

MRS. I. L. BODEN, personnel manager of the Southampton store of *Messrs. Edwin Jones and Co. Ltd.*, has been appointed by the directors of Southampton Chamber of Commerce to represent the Chamber on the women's sub-committee of Southampton and District Employment Committee.

MISS E. J. STRAUGHAN, acting personnel officer for the factory of *Batchelors Peas, Ltd.*, at Worksop, Notts, has been appointed personnel officer at the factory and also the one at East Bridgford.

Miss Straughan joined the company early in 1954. She became acting personnel officer at Worksop last December.

Swedish Welfare for Export to Britain?

Factories like Country Hotels

By ANNE THOMAS

WELFARE conditions in Britain's clothing industry in many cases lag behind those in other industries. But perhaps the example of the Swedish firm *Junex*, which hopes in the near future to establish a factory in this country, will act as a spur to other clothing firms over here. For should *Junex* establish a factory here, facilities would be similar to those of its five factories in Sweden. And Swedish industrial welfare is welfare indeed.

The entrance to the company's sports stadium at Skånes Fagerhult has been christened Junexvallen (Junex Field).

A view from the factory roof. The plant is situated in a lovely pine forest.

One of the largest manufacturers of ready-made clothing in Sweden, its 1,700 employees produce an annual output of ½ million garments. The main plant in Huskvarna, on the shores of Lake Vattern, attracts attention from tourists, technicians and architects, built as it is in one storey, bold terracing, broad sun decks, beautiful flower beds and rose gardens. In appearance this and the other factories resemble modern country hotels situated either near lakes or forests. Both offices and the huge central workrooms have windows stretching from wall to wall. All rooms are light and airy with air conditioning and central heating. The plant's large recreation rooms are so attractively furnished and decorated that many a modern restaurant would find it hard to compete with them. Their clubrooms, with mahogany-panelled walls, gay flowered textiles, open fire-places and inviting sofas, artistic decorations and pictures and statues by Swedish artists, bear witness to the company's interest in the employee's comfort and welfare.

Production methods, too, are designed to reduce the amount of

Right: a soft luxury of a canteen in which all ranks eat together.

physical labour. The accounts departments are fully electronic, the rate at which a worker stitches is measured by electronic methods to determine output, moving belts carry finished garments to each checker and all patterns are microfilmed to reduce storage space.

At Huskvarna, medical service with examination equipment comparable to that of a hospital and free medical care is provided. The dining room, in which employees may eat all meals at cost, feeds 500 persons each day from its ultra-modern kitchen. Factory employees also have their own laundry, although it is open to all who live in Huskvarna. There are also recreational activities of many kinds. Employees have many different kinds of hobby clubs, including a glider club with its own glider, a shooting team, an athletic association, a rowing club, a gymnastic association, a riding club, reading and study circles, an art association (which holds lotteries of works of art), a library, table tennis and film clubs and the like.

On Wednesdays and Saturdays work stops at one o'clock, enabling working wives to do their shopping. These free afternoons are also devoted to excursions, study visits to other industries, films and concerts. Employees can obtain scholarships for study or trips and financial aid in cases of illness and convalescence from funds established by donations from the director, John Hjelme-Lundberg, in co-operation with the union and office workers' organisation. A plant newspaper, the *Junexpress*, is published and buses are provided to take employees to and from work.

A typical staff apartment as tasteful as the rents are low.

Sweden, like other countries but to a lesser extent, has a housing problem. *Junex* has tried to solve the problem in a rational way, by creating a "citizen's town". This town plan has resulted in a community with new one-family houses surrounded by woods and parks, and houses for unmarried women employees consisting of one-room apartments with sleeping alcove, kitchenette and washroom. These rooms may be rented furnished or unfurnished, but an effort has been made in the furnished apartments to influence the housing standard by setting a good example with gay curtains, modern furniture, and pots of flowers. A single room costs seven crowns (about 10s.) a week, and sharing a double room five and a half (about 7s.). Thus, they are able to keep highly qualified workers with the concern. The company has also built school buildings and a large sports field.

Junex believes, and rightly so, that with a well contented staff better production—in both quality of workmanship and output—will arise and that they, too, will benefit by this type of industrial investment. And one is left to speculate on the impact welfare of this order will have in Britain.

A view of the Huskvarna clubroom shows a typically Swedish interior décor and comfort.

Canteen Survey

THE Industrial Welfare Society's survey of canteen facts and figures for 1956 is now in preparation. Their last survey was in 1954. Questionnaires have been sent to over 300 industrial concerns, to obtain as full a picture as possible of canteen facilities provided, together with their operating costs and prices. The numbers of employees to whom a canteen service is available, and the number of staff needed to provide the service, are amongst the facts the survey requires, and a comprehensive menu is included against which managers are asked to set their own particular tariff.

Other questions deal with new developments in service or lay-out, and particulars of canteen financial policy are requested with details of subsidy or loss over a specified three-month period.

The questionnaire should be returned to the IWS by October 31. The complete survey will not contain the names of the companies included, but a complimentary copy will be sent to all who take part.

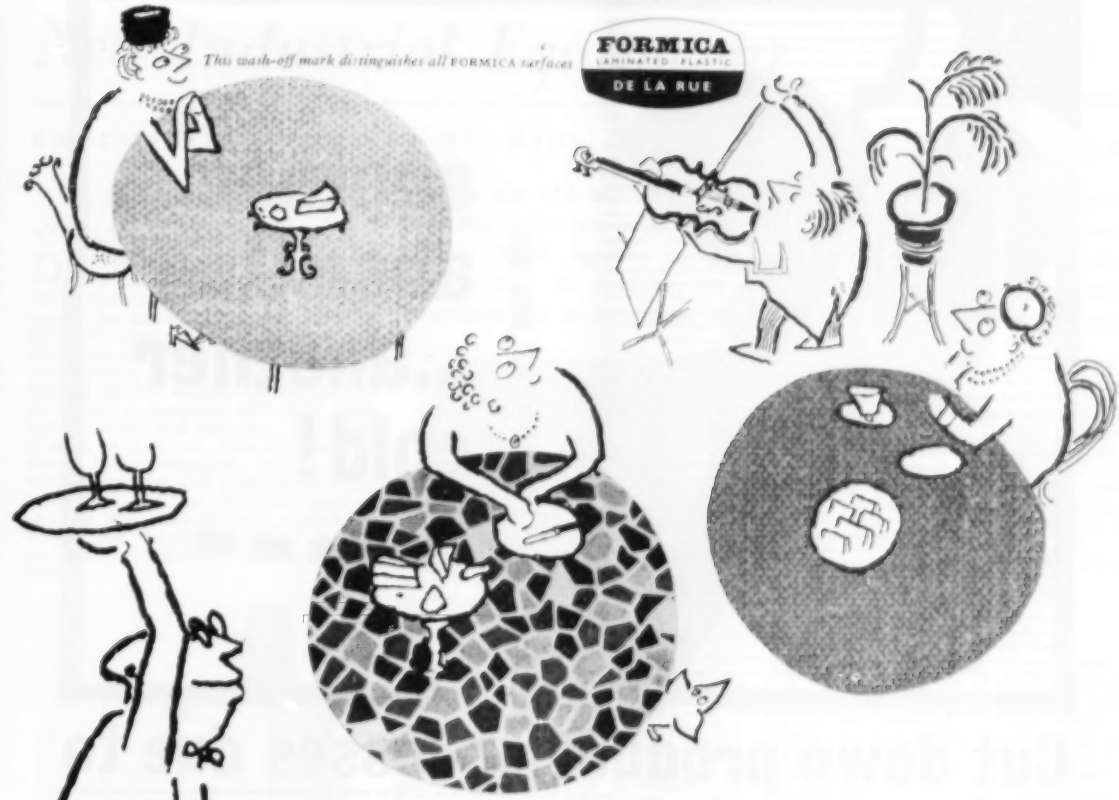
"Noxious Weed"

AS the personnel manager of a large concern, I am astonished at the number of people who are smoking cigarettes when they enter my office for interview.

Presumably they smoke to calm their nerves in order to get the job. The inevitable result is—they don't.

Perhaps people applying for jobs would worry less if someone told them beforehand that the strain for the employer is often every bit as great.

It is not pleasant having to tell someone he or she is not wanted. (*Letter in London "Evening Standard."*)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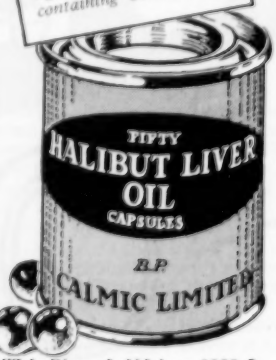

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Heating

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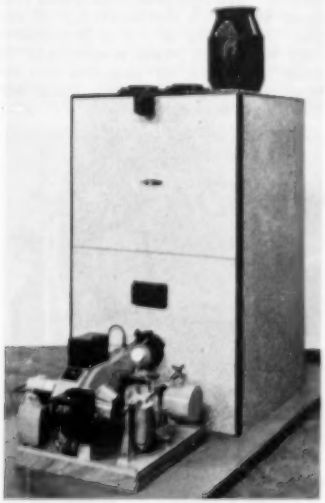
DESIGNED technically for the fuel they use, as well as stylistically for the surroundings in which they will most usually be installed, the new *Potterton 400-1000* series of oil-fired boiler-burner units cater for the heating needs of small and medium sized factories. Burning both 35 and 200 seconds oil, the pressure jet burner is equipped with fully automatic ignition and controls. The boiler consists of cast-iron waterway sections which, when assembled, form a combustion chamber with water-cooled base, sides, back and top, the lower part of which is lined with specially shaped fire bricks. An important feature is the extractor fan combined with a draught break.

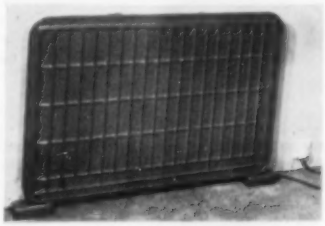


Attractive in appearance and easy to clean, the casing is of *Formica* laminated plastic. Maintenance is relatively simple, and the services of a fully-trained staff are available for the setting of burners prior to initial lighting. **(PM/1168.)**

ADAPTABLE AND HYGIENIC

THE result of several years' research and experiment, the *Warmex* electric radiator comprises a strong and resilient structure combined with lightness and reliability. It can be suspended from the wall, or stand on the floor, and in narrow spaces its reversible feet can be splayed outwards, giving a projection of only two inches. Plugged into any suitable

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction—of new products.



power point, one of its advantages is the much shorter heating up period compared with oil-filled radiators, and the totally enclosed long life element is self-regulating owing to its negative resistance characteristic. It increases its electrical resistance as the temperature rises, and it is impossible to overheat the radiator if properly used and installed. The fact that no oil or other liquid is contained eliminates the obvious hazard of leakage and consequent damage to flexible conductors and installation. Since it has a smooth, easily cleaned surface, with no grills or other perforations for dust to settle, it is especially ideal for surgeries, clinics, and any place where hygiene is an important factor. **(PM/1169.)**

Floors

DURABLE CARPETING

AN exceptionally hard wearing, sound absorbing, non-slip flooring is available for general purposes in industry. Laid in the manner of linoleum, *Vynoleum* is composed of a thick coating of P.V.C., backed with felt, and has been designed to withstand pedestrian traffic more effectively than materials three or four times its thickness. It is soft and warm to walk on, proof against the majority of chemicals, and requires the minimum of maintenance. Supplied in rolls 51 inches wide, it can be laid on to any sound subfloor, or as a non-slip carpet on wood and concrete stairs. **(PM/1170.)**

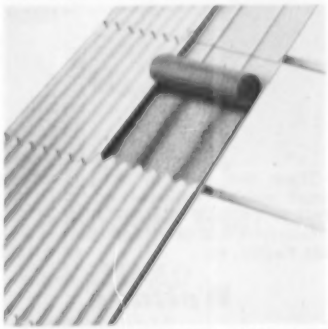
EMULSION FOR TILES

AS thousands of square yards of thermoplastic tiles are laid every week, there is a constant demand for a polish suitable for this type of flooring. *Glint* is a new emulsion polish which meets this demand. It cleans and polishes the floor in the same process, no burnishing is required and an anti-slip surface is obtained. The floor has to be cleaned and two coats given only for the first application. Maintenance simply calls for touching-up or re-applying one coat when required. A soft cloth or polisher can be used to rub out scuff marks, and normally black rubber marks can be removed by gently rubbing with a soft cloth soaked in the polish. **(PM/1171.)**

Roofs

SANDWICH INSULATION

A COMPLETE range of sandwich-type insulated roof and wall cladding is now available, which, together with the hollow and battened deckings already offered by the manufacturers, provides a choice of asbestos cement insulated roofings and claddings to meet almost every need. The sandwich constructions



have been developed to add a high degree of thermal insulation to the qualities of low cost, ease of fixing, durability and freedom from maintenance which already make asbestos cement a near-ideal building material.

When considerations of thermal transmission are paramount, the performance of ordinary corrugated roofing can be greatly improved by a sandwich construction with an interleaving layer of insulating material. For this reason, a special ribbed underlining sheet has been introduced to combine with both the established forms of 6-inch sheeting—*Standard Six* and *Super Six* (as shown in

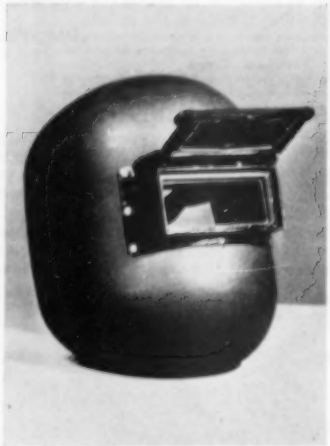
the illustration). The underlining is made in standard lengths of 3 ft. 9 in. to 6 ft. 3 in., in 6 in. increments. Insulation values are 0.65 without interleaving, and 0.17 with the glass fibre blanket added. The complete sandwich fixed weighs 580 lb. per square.

Other constructions in the range include *Troughing* and *Trofsec*, *Watford Tiles*, and *Standard 3 in. Corrugated.* **(PM/1172.)**

Safety

FOR QUICK OBSERVATION

AN entirely new design of welding helmet has recently been introduced to industry. Known as the *Panorama Model "A"*, it incorporates several practical improvements, including a flip front glass holder which allows quick observation of work without raising the helmet. There is also a three-position, adjustable chin rest, a rachet adjustable cushion headband which makes for instant fitting to all head sizes, and a free floating headgear for perfect back balance.



These new features have been combined with a moulded one-piece fibre shell to produce a helmet that is light, comfortable and proof against light leaks, side flashes, etc. **(PM/1173.)**

Welfare

HYGIENIC TOWEL SERVICE

THIS new mobile *Towelmaster* unit is made from tubular steel and supports up to four towel cabinets. Although it is easily moved about, the wheels are equipped with a locking device which enables it to remain firm on sloping or uneven ground.

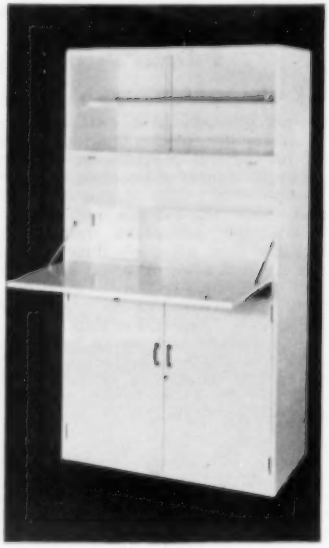
The *Towelmaster* service is available for periods of one day to one month, and is particularly valuable for exhibitions, sports meetings, conferences, and many other functions at which a hygienic towel service is required for a limited time. The unit is supplied with four towels already fitted and the padlocked metal

container at its base holds six reserve towels. This means that there is clean dry towelling for at least 1,800 pairs of hands. **(PM/1174.)**

SPACE-SAVING CABINET

MANY works ambulance rooms and surgeries are very cramped for space, and where this exists management will be interested in a new surgical cabinet recently introduced by a firm manufacturing first aid requisites and hospital woodware.

The S.699 cabinet has been specially designed to combine a storage cupboard and dispensing table, thus saving considerable floor space. In addition, all dispensing requirements are immediately to hand. The fall front of the cabinet (size—3 ft. by 1 ft. 6 in.) has a Formica top forming an ideal dispensing table, and

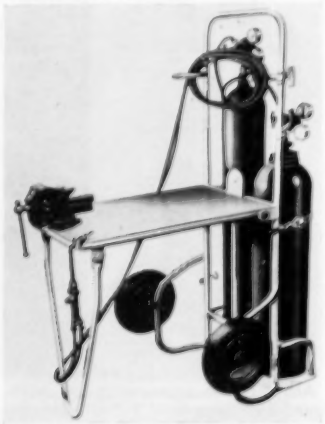


a lock-up D.D.A. cupboard is built in behind. The top portion has sliding glass doors and the lower half, fitted with one shelf, is for the larger items such as winchesters. Overall the cabinet measures 6 ft. by 3 ft. by 1 ft. 6 in., including a 5-inch inset black plinth. This latter does not show shoe marks and dust does not collect underneath, in fact dust collecting ledges have been eliminated throughout. The construction is of ¾-inch timber with a white enamel finish. **(PM/1175.)**

Efficiency Aids

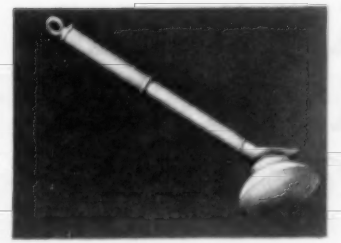
PORTABLE WELDING BENCH

A COMPLETELY equipped portable welding bench is now available, comprising a 3 ft. by 2 ft. bench with fitters and pipe vice mounted at one end, and oxygen and acetylene cylinders conveniently located at the other end. The *Dual* welding trolley has been specially designed to provide ease of movement with the minimum of effort, and the complete assembly, forming a compact and mobile unit, is easy to handle, simple to erect, and indispensable for efficient site work in factory or on location. The unit is manufactured from tubular steel with the bench top of steel plate. A locking device is provided to secure the bench when erected and the bottles are held in position by two adjustable steel straps each fitted with a tensioning device.



The trolley's rubber tyred wheels facilitate movement from one location to another in one operation which eliminates "walking about" time, and it can be sited on top of the job, and work "offered up", thus doing away with operative's wasted time.

For installation and maintenance jobs where several pairs are employed on the same site, wasted time from queueing can be avoided. It has been proved in practice that by equipping each pair with the *Dual* trolley, erection and installation time can be reduced by as much as 30 per cent. **(PM/1176.)**



A practical aid in the kitchen is this **Duplex** washing-up brush. Mounted on a polystyrene handle, its detachable easy flow sponge is backed by a rigid chisel-shaped scraper for removing hardened food remains. **(PM/1177.)**

Handling

PUSH-PULL LIFTER

THE handling and transporting of heavy and awkwardly shaped dies and tools from the toolroom to the press or moulding machine can be considerably simplified with the *T-P Tool and Die* handler. This is a pedestrian controlled battery or A.C. mains powered lift truck, incorporating a special pull on/push off attachment. This feature enables one operator to manipulate the dies and tools from the rack or press on to the die handler, and vice versa. The attachment is controlled by an 8-inch crank applied either side of the machine, and the cranking movement is transmitted through a gear box to special conveyor chains which move the load to or from the edge of an elevating table, from which it can be moved on or off with a bar and chain.

The dimensions of the standard table are 34 inches wide by 32 inches long, and the unit can be supplied with capacities of up to three tons with a lift height of 53 inches, or to suit the particular application.

The controls are simple to use and foolproof in operation, and the power unit incorporates safety devices including a pressure relief valve which blows off if the operator attempts to lift an excessive load. The conveyor chains are locked at all times except when the crank is operated. An added advantage of the die handler is that it facilitates the storage of large tools in racks, access being necessary on one side only, thus saving floor space. **(PM/1178.)**

MANOEUVRABLE DUMPER

COMBINING all the most desirable features in one dumper, the *Nimbus* diesel dumper weighs 14¼ cwt. With its low loading height of 36 inches, it

possesses great manoeuvrability owing to its small turning radius of 7 ft. 9 in. Other features are its 16 cu. ft. water level, robust steel plate skip, Salisbury Hypoid axle, with four star differential, two speed and reverse gear box with gates and reverse lock-out. The Petter 5-6 h.p. diesel engine is adequately protected yet removable from chassis (for major overhauls) in 15 minutes. All controls are simple to use and within reasy reach of the operator who is seated in the most comfortable position to minimise fatigue. **(PM/1179.)**

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READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

GENERAL

Choice of Careers, New Series No. 14. Plastering. *H.M.S.O.* 1s. 3d.; No. 70, Laundry and Dry-Cleaning, *H.M.S.O.* 1s. 3d.; No. 71, The Motor Mechanic, *H.M.S.O.* 1s. 3d. Published by the Ministry of Labour and National Service.

Anaesthetic Explosions. Report of a Working Party, including Safety Code for Equipment and Installations. Published by the Ministry of Health. *H.M.S.O.* 2s. 6d.

The New Industrial Revolutions. Economic progress and social change. Reprinted from United Nations Review, published by the United Nations Department of Public Information. *H.M.S.O.* 1s.

National Insurance (Industrial Injuries) Act, 1946. Report of the Industrial Injuries Advisory Council on the rules governing assessment of disablement in cases involving damage to an organ which, in a normal person, is one of a pair. Published by Ministry of Pensions and National Insurance. *H.M.S.O.* 8d.

National Insurance Acts, 1946 to 1955. Claim for Unemployment Benefit. Decisions of the Commissioner relating to: Subsidiary occupation—available for part-time employment, No. R(U)11/56; Misconduct—unseemly behaviour giving offence to fellow workers, No. R(U)12/56. Published by the Ministry of Pensions and National Insurance, *H.M.S.O.* 4d. each.

Studies and Documents. Readaptation and Re-employment of workers. Report on the visit to the United States by a team of trade union representatives from the community. *H.M.S.O.* 8s. 6d.

Report of Court of Enquiry into the dispute between the Iron and Steel Trades Employers' Association and the National Joint Trade Unions' Craftsmen's Iron and Steel Committee. Command Paper 9843. Published by the Ministry of Labour and National Service. *H.M.S.O.* 1s. 3d.

STATUTORY INSTRUMENTS

No. 1188. The National Insurance (Industrial Injuries) (Widows' Benefit and Miscellaneous Provisions) Regulations, 1956. Dated July 31, 1956, made by the Minister of Pensions and National Insurance under Section 19 (3) *(d)* of the National Insurance (Industrial Injuries) Act, 1946 (a). *H.M.S.O.* 3d. Specifies conditions for entitlement to death benefit for widows in certain cases under provisions made by the 1956 Act. Effective from 4/8/56.

No. 1226. The British Transport Commission (Compensation to Employees) (Amendment) Regulations, 1956. Dated August 3, 1956, made by the Minister of Transport and Civil Aviation under Section 28 of the Transport Act, 1953 (a). *H.M.S.O.* 3d. Provides that an employee in employment in which he is, under the Act, required to be treated as employed by the British Transport Commission, shall be treated as employed by the Commission for purposes of compensation. Effective from 17/8/56.

No. 1242. The Pin, Hook and Eye, and Snap Fastener Wages Council (Great Britain) Wages Regulations (Amendment) Order, 1956. Dated August 9, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Increases statutory minimum remuneration fixed by previous amending Orders. Effective from 24/8/56.

No. 1279. The Boot and Floor Polish Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1956. Dated August 15, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Increases the statutory minimum remuneration fixed by previous Order. Effective from 31/8/56.

No. 1280. The Flax and Hemp Wages Council (Great Britain) Wages Regulation Order, 1956. Dated August 15, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 6d. Sets out statutory minimum remuneration payable in substitution for that fixed by previous Orders, and amends provisions relating to holiday remuneration for piece workers contained in 1956 Order. Effective from 31/8/56.

No. 1309. The Retail Drapery, Outfitting and Footwear Trades Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1956. Dated August 20, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Defines and fixes minimum remuneration for "temporary shop managers" and "temporary shop manageresses", and amends definition of "weekly short day." Effective from 5/9/56.

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 871. Rates of Wages of Workers employed in the Bobbin Making Industry. Claim: That wage rates of male and female operatives be increased by 15 per cent. and that the working rules be amended to provide for an incentive payment of 25 per cent. above day rates for pieceworkers. **Award:** Minimum rate of wages for higher skilled adult male workers shall be increased by 6s. per week with consequential increases for other workers. In other respects claim not established. (19/7/56.)

No. 872. Salary Scales of Head Office Clerical Staff employed by a Friendly Collecting Society in Manchester. Claim: For improved salary scales for male and female staff. **Award:** Salary scales shall be improved in a lower degree, effective from beginning of first full pay period following July 23, 1956. (23/7/56.)

No. 873. As above.

No. 874. Remuneration of Workers employed in the Lighterage Industry in the Port of London. Claim: That all existing differential payments under existing Trade Agreements be increased by one-thirteenth. **Award:** Claim established as regards nightwork payments, but in other respects claim not established. (24/7/56.)

No. 875. Observance of Recognised Terms and Conditions of Employment by a Dentist in Edinburgh. Claim: That employer should observe wages and conditions of labour laid down by the National Joint Council for the Craft of Dental Technicians, and in particular rates specified in Industrial Disputes Tribunal Award No. 707. **Award:** Claim established, effective from September 12, 1955. (24/7/56.)

No. 876. Observance of Recognised Terms and Conditions of Employment by a Radio and Electronic Apparatus Manufacturing Firm at Clacton-on-Sea. Claim: That employers should observe recognised terms and conditions of employment in the engineering industry. **Award:** Claim established, effective from February 14, 1956. (25/7/56.)

No. 877. Observance of Certain Recognised Terms and Conditions of Employment by a Firm of Organ Builders in London. Claim: That the Company should observe recognised terms and conditions of employment relating to holidays. **Award:** Claim established, effective from March 16, 1956. (26/7/56.)

No. 878. Rate for Normal Nightshift Work in the Woven Wire Industry in Scotland. Claim: That all normal nightshift work be paid at the rate of time and one-third. **Award:** Claim established, effective from beginning of first full pay period following July 26, 1956. (26/7/56.)

No. 879. Rates of Wages of Certain Maintenance Workers Employed in the Wool Textile Industry. Claim: For a substantial increase in wages for mechanics employed in the industry. **Award:** Wages of the mechanics concerned shall be increased by 10s. per week, effective from beginning of first full pay period following July 27, 1956. (27/7/56.)

No. 880. Observance of Recognised Terms and Conditions of Employment by a Firm of Building and Civil Engineering Contractors at Llanymynech, near Oswestry. Claim: That the employers should observe recognised terms and conditions relating to apprentices. **Award:** Claim established. (1/8/56.)

No. 881. Observance of Specified Terms and Conditions of Employment by a Furniture Manufacturer at Ipswich, Suffolk. Claim: That the employer should observe the recognised terms and conditions of employment of the British Furniture Trade National Labour Agreement, and in particular those relating to holidays with pay. **Award:** Claim established. (7/8/56.)

No. 882. Rates of Wages of Certain Workers Employed by a Firm of Aluminium Foil Manufacturers in Glasgow. Claim: For a substantial increase in wages for all adult male and female employees with proportionate increases for juniors. **Award:** Basic time rates for adult workers be increased by 7s. and 5s. per week respectively, with proportionate increases for juniors, effective from beginning of first full pay period following August 7, 1956. (7/8/56.)

No. 883. Observance of a Specified Agreement Relating to Annual Holidays with Pay by an Electrical Contracting Firm at Scunthorpe. Claim: That employers should observe recognised terms and conditions relating to annual holidays. **Award:** Claim established. (9/8/56.)

No. 884. Observance of Specified Terms and Conditions of Employment Relating to Annual Holidays with Pay by a Particular Firm at Longton, Staffordshire. Claim: That the employers should

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observe terms and conditions of employment in the furniture manufacturing trade, relating to annual holidays with pay. **Award**: Claim established. (9/8/56.)

No. 885. Holiday Remuneration of Workers in the Rubber Manufacturing Industry. Claim: That Clause 12 of the Memorandum of Agreement should be amended. **Award**: Clause amended in lower degree. (14/8/56.)

INDUSTRIAL COURT AWARDS

No. 2619. Admiralty—Hydrographic Supplies Establishment, Taunton—Lithographic draughtsmen and Comparable Grades—Annual Leave—Claim for Increase. Reference: That lithographic draughtsmen and comparable grades at the Hydrograph Supplies Establishment, Taunton, have their annual paid leave increased to 127½ hours. **Award**: Claim not established. (26/7/56.)

No. 2620. Admiralty — Patternmakers — Differential Rates—Claim for Payment in Addition to Merit Pay. Reference: That the Patternmakers' differential rate standing at 9s. be paid in addition to any merit pay awarded under the Merit Pay Scheme set out in A.F.O. 4/56. Award: Claim established. (31/7/56.)

No. 2621. South West Metropolitan Regional Hospital Board—Post of General Manager of the Laundries Department and the Board's Laundry Adviser—Salary Scale—Claim for Increase. Reference: To determine a difference between the parties as to the salary scale to be applied with effect from November 1, 1954, to the post of General Manager of the laundries department and the Board's Laundry Adviser. **Award**: Salary scale shall be £1,625 × £75—£2,000, plus £50, London Weighting, effective from November 1, 1954. (10/8/56.)

No. 2622. Chiropodists, Dietitians, Occupational Therapists, Physiotherapists, Radiographers, Remedial Gymnasts, Speech Therapists—Rates of Pay. Reference: To determine a difference between the parties as to the pay of certain of the above. **Award**: That the "qualified" scales be applied to staff qualified or on becoming qualified, for employment under Regulation 3 (2), 3 (3), 3 (4) or 3 (5) of the National Health Service (Medical Auxiliaries) Regulations, 1954 or equivalent Scottish Regulations, effective from April 1, 1955. (10/8/56.)

No. 2623. Sports Stadium Brighton Ltd.—Musicians—Claim for Payment Due for Week ending July 9, 1955. Reference: To determine sum remaining due to musicians employed at above for week ending on above date in accordance with conditions of employment agreed between the Company and the Union, or otherwise. **Award**: That all musicians covered by claim, except Musical Director and pianist leader, be paid, as "rank and file" members of the orchestra within May, 1953, Agreement, £12 7s. 6d. for week ending above. (10/8/56.)

No. 2624. Government Industrial Establishments Covered by the Miscellaneous Trades Joint Council—Semi-skilled Workers Paid on Miscellaneous "M" Rate Basis—Claim for Increase in Basic Wages. Reference: That the basic rate of above male workers be increased by 4s. per week. **Award**: Claim not established. (23/8/56.)

No. 2625. Organ Building Industry—Minimum Rates of Wages—Claim for Increase and for Improvements in Working Conditions. Reference: *To determine a dispute* arising out of the Union's claim for an increase in minimum wage rates and improvements *in* working conditions. **Award**: That *minimum* basic rates of adult workers concerned shall be increased from 4s. 1d. to 4s. 4d. per hour for London, Liverpool and Manchester, and from 4s. to 4s. 3d. per hour for other districts, effective from July 1, 1956; and that rates of pay for apprentices shall be increased. *Other claims not* established. (23/8/56.)

CIVIL SERVICE ARBITRATION TRIBUNAL AWARDS

No. 315. Locally entered Draughtsmen Employed by the Admiralty in Gibraltar. Claim: That salary scales be increased with retrospective effect. **Award**: Salary scales shall be increased in lesser degree, effective from January 1, 1956, and that "corresponding points" principle shall be applied in the assimilation to the new scales of officers in post. (10/8/56.)

October Management Diary

BRITISH INSTITUTE OF MANAGEMENT

31-Nov. 2 **Harrogate.** National Conference. Theme: Management — Profits — Living Standards.

BRITISH PRODUCTIVITY COUNCIL

15-27 **Manchester Central Library.** Work Study Exhibition.

BURTON MANOR

8-12 Responsibility in Industry. Course for senior workers.

8-19 A Survey of the Docks Industry. First of five courses for supervisory grades in the docks and shipping industries. Bookings through National Association of Port Employers.

15-26 The Nature of Management, Part I. Course for middle grades of management.

22-Nov. 2 Supervisory Management. Course for foremen.

INDUSTRIAL WELFARE SOCIETY

Non-Residential Courses at Robert Hyde House.

1, 8, 15 and 22 Evening study groups for foremen. (Series I.)

2-3 Practical course on industrial welfare services.

4, 11, 18 and 25 Introductory evening course on industrial pensions scheme.

4, 11, 18 and 25 Evening course on canteen costs problems.

9 Selection of Foremen. One-day course.

10 Working Conditions in Shops and Offices. One-day conference.

11 Speaking Successfully in Business and in Public. First of ten courses for executives and management trainees, to be held on successive Thursdays.

11 and 12 Industrial Training in an American Company. One-day course.

18 "New Thinking" Luncheon. Subject: An Analysis of Frustration in Modern Business.

23-25 Industrial and factory law course.

25 Industrial Editors' (Welfare) Group. Subject: A New Idea in Staff Journal Presentation.

Residential Course

19-22 **Llandudno.** The Broader Aspects of Foremanship. Weekend conference for foremen and forewomen.

INSTITUTE FOR ENGINEERING PRODUCTION

8-21 **Birmingham.** Process and Work Study in the Field of Power Economy. Residential executive course. Information from 16 Norfolk Road, Birmingham, 15.

INSTITUTE OF PERSONNEL MANAGEMENT

12 **Harrogate.** Four one-day courses: Operative training, Pensions Schemes, Selection, Work Study and Retail Staff Management.

12-14 **Harrogate.** National Conference. Theme: Full Employment and Industrial Change.

INSTITUTION OF PRODUCTION ENGINEERS

5 **London.** Annual Dinner.

17 **Bristol University.** 1956 Viscount Nuffield Paper.

NATIONAL INDUSTRIAL FUEL EFFICIENCY SERVICE

2-10 **Olympia, London.** Fuel Efficiency Exhibition.

OFFICE MANAGEMENT ASSOCIATION

23 **Cardiff.** Correspondence, Mailing and Filing. One-day conference and exhibition showing examples of up-to-date equipment particularly for use in the smaller firm.

URCHFONT MANOR

15-21 The Human Factor in Production. Course for foremen, chargehands and union representatives.

Saving Incentive

INVESTMENT allowances are to be continued for expenditure incurred by firms which install plant or equipment to save fuel, if it is installed by way of modification or replacement of plant in use in the United Kingdom. This Order of the Treasury, which recently came into force, was made under the 1956 Finance Act, and prescribes a list of the fuel saving plant and the conditions, if any, upon which such plant is prescribed.

Hot upon this news comes the information from the National Industrial Fuel Efficiency Service that they have prepared a leaflet containing details of this equipment. The leaflet can be obtained on application to the NIFES, 71, Grosvenor Street, London, W.1.

Careers for Partners

JOHN LEWIS & CO. LTD. has just published a very interesting booklet which is entitled "Careers for Boys and Girls in the John Lewis Partnership". Simply and explicitly written it gives details of training facilities, pay and prospects, social and welfare facilities, etc. Illustrated too, it gives all the information new recruits would wish to know. But despite all the attractions of working in such a well known and highly respected firm, it will probably remain difficult to recruit new Partners when a young saleswoman can get promotion perhaps even as early as the age of 20 to section manager at upwards of £300 per year. Such salaries, though similar to those of comparable retail organisations in this country, are unrealistic and unlikely to rival current wage rates in offices and factories.

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ST ALBANS

Council Abolished

THE Minister of Labour and National Service has made an Order abolishing the Chain Wages Council (Great Britain). This wages council was the successor to the trade board for the hand-made chain trade, which was established under the Trade Boards Act of 1909, at a time when the workers were unorganised and wages were low. The board automatically became a wages council on the coming into force of the Wages Councils Act, 1945, but no meeting has been held since 1939. Employers and workers are now well organised, and wages and conditions are regulated by voluntary agreements between the Chain and Anchor Manufacturers' Association and the Chain Makers' and Strikers' Association.

After consultation with both associations, the Minister decided that the statutory wage regulating machinery of the wages council was no longer needed, and was not likely to be needed in the future.

Municipal Congress

WITH the Queen as Patron, the Public Works and Municipal Services Congress and Exhibition opens at Olympia, London, on November 12. In the course of nine sessions, the congress, which will be opened by the Minister of Housing and Local Government, will cover a wide field of interest, including the re-location of employment, skidding accident sites, and hygiene and sanitation in the fish industry.

While the congress is planned to provide an opportunity for the exchange of ideas and information on an international scale, the accompanying exhibition will be even more comprehensive than in previous years. During the week it remains open, more than 360 exhibitors will provide a display embracing every class of machinery, plant, material and appliance essential to public and local authorities the world over.

Manager's International

THE eleventh International Management Congress will be held next year in Paris from June 24 to 28, when delegates will be addressed by world famous experts in the field of management.

The congress is a triennial event sponsored by the Comité International de l'Organisation Scientifique, the international body of which the British Institute of Management is the constituent member for the United Kingdom. Next year's congress will be organised by the management institute of the host country —the Comité National de l'Organisation Française, and the general themes will be: "Concrete achievements of enterprises and other bodies in the field of scientific management" and "Future prospects in the light of technical and social developments."

Further particulars may be obtained from the British Institute of Management, 8, Hill Street, London, W.1.

Health in Industry

INDUSTRIAL noise, shift work and health, training of industrial nurses and the needs of small factories are among the subjects to be discussed at the twelfth International Congress on Occupational Health. Sponsored by the Permanent International Committee on Industrial Medicine, the congress will be held in Helsinki from July 1-6 next year.

An international technical exhibition will be organised in the congress building, and for the first time the Nicolo Castellino prize will be awarded at the congress. This award is worth 3,000,000 lire and is made for the most outstanding investigation in the field of occupational health by a research worker, under the age of 35 and not the holder of a university chair. Details of the competition can be obtained from the Directors of the Nicolo Castellino Prize, The University, Naples, Italy.

In conjunction with the congress a competition is to be held to discover the best films on the subject of occupational health. Accident prevention films do not qualify. Particulars of this competition and of the congress are available from the Organising Committee, c/o Työterveyslaitos, Haartmaninkatu 1, Helsinki-Töölö, Finland.

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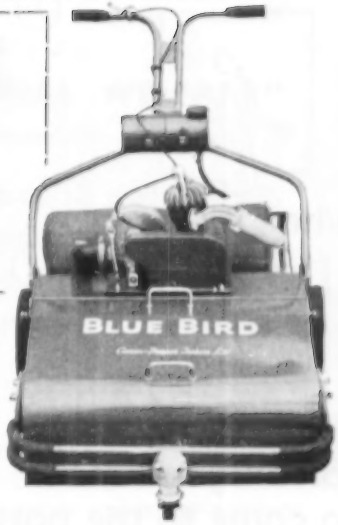

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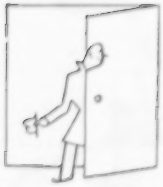

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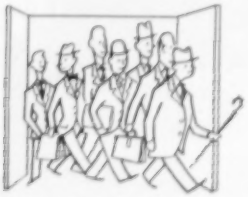

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The Director, Journal of the Institute of Directors, November 1954.

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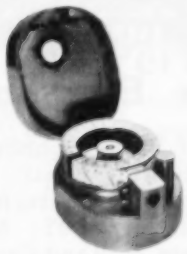

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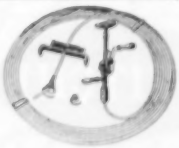

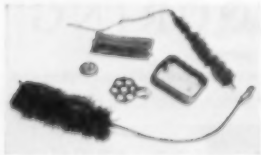

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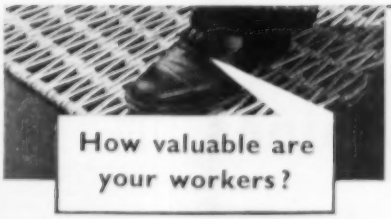

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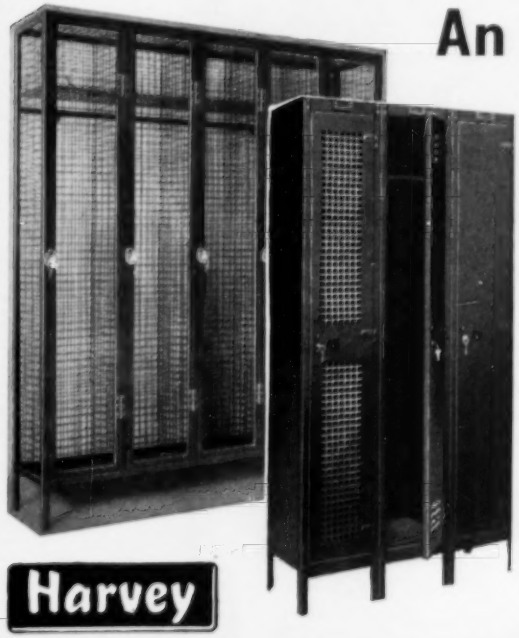

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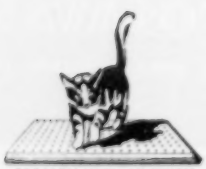

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Advertisement, editorial and sales offices: Mercury House, 109-119 Waterloo Road, London, S.E.1. (Waterloo 3388.)